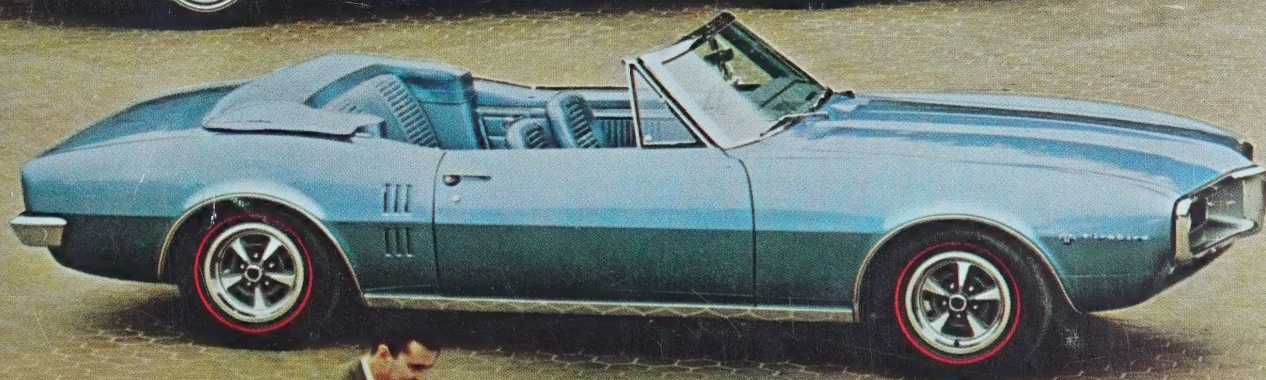
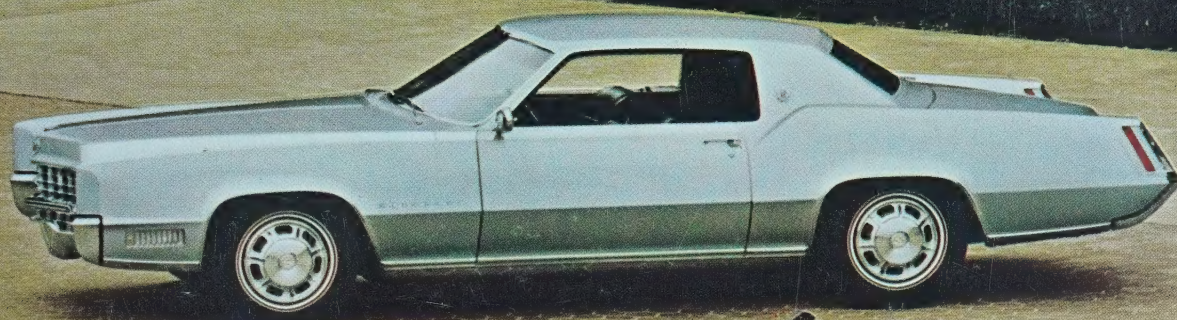


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GENERAL MOTORS CORPORATION

ANNUAL
REPORT

1966





CADILLAC FLEETWOOD BROUGHAM

Cover photograph shows General Motors personal-type cars. Top to bottom, front cover: Cadillac Fleetwood Eldorado, Pontiac Firebird convertible and Camaro Rally Sport SS 350 convertible; back cover: Buick Riviera Gran Sport and Oldsmobile Toronado Deluxe.

GENERAL MOTORS CORPORATION

FIFTY-EIGHTH ANNUAL REPORT

YEAR ENDED DECEMBER 31,

1 9 6 6

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PRINCIPAL OFFICES

DETROIT, MICHIGAN

NEW YORK, NEW YORK

Stock Transfer Offices

1775 Broadway New York, New York 10019	100 West Tenth Street Wilmington, Delaware 19899	One South Van Ness Avenue San Francisco, California 94120	231 S. La Salle Street Chicago, Illinois 60690
611 Woodward Avenue Detroit, Michigan 48232	21 King Street, E. Toronto 1, Ontario	1350 Sherbrooke Street, W. Montreal 25, Quebec	

THE ANNUAL SHAREHOLDERS' MEETING

will be held on May 19, 1967, in Detroit, Michigan. It is expected that proxy statements will be sent to shareholders beginning about April 14, 1967, at which time proxies for use at this meeting will be requested.

GENERAL MOTORS CORPORATION

BOARD OF DIRECTORS

FREDERIC G. DONNER
*Chairman, Board of Directors
and Chief Executive Officer*

HENRY C. ALEXANDER
*Chairman, Executive Committee, Morgan Guaranty
Trust Company of New York*

EUGENE N. BEESLEY
President, Eli Lilly & Company

LLOYD D. BRACE
*Chairman of the Executive Committee,
The First National Bank of Boston*

ALBERT BRADLEY
Former Chairman, Board of Directors

HARLEE BRANCH, JR.
President, The Southern Company

LUCIUS D. CLAY
Senior Partner, Lehman Brothers

EDWARD N. COLE
*Executive Vice President in charge of Operations
Staff*

EDWARD F. FISHER
Former Vice President

JOHN F. GORDON
Former President

ORMOND E. HUNT*
Former Executive Vice President

JAMES R. KILLIAN, JR.
*Chairman of the Corporation, Massachusetts
Institute of Technology*

SEMON E. KNUDSEN
*Executive Vice President in charge of Nonautomotive,
Overseas and Canadian Divisions*

ROGER M. KYES
*Executive Vice President in charge of Automotive
Components and Defense Divisions*

*Deceased January 3, 1967

J. WESLEY MCAFEE
*Chairman, Board of Directors, Union Electric
Company*

R. SAMUEL McLAUGHLIN
*Chairman, Board of Directors, General Motors of
Canada, Limited*

RICHARD K. MELLON
*Honorary Chairman, Board of Directors,
Mellon National Bank and Trust Company*

HOWARD J. MORGENS
President, The Procter & Gamble Company

CHARLES S. MOTT
*Chairman, Board of Directors, United States Sugar
Corporation; Director, water utilities in Illinois,
Indiana, Missouri and New York; Former Vice
President*

THOMAS L. PERKINS
Chairman of the Trustees, The Duke Endowment

JOHN L. PRATT
Former Vice President

JAMES M. ROCHE
President and Chief Operating Officer

EDWARD D. ROLLERT
*Executive Vice President in charge of Car and
Truck, Body and Assembly Divisions*

GEORGE RUSSELL
*Executive Vice President in charge of Finance and
of the Finance and Insurance Subsidiaries*

WILLIAM K. WHITEFORD
*Director and member of Executive Committee, Gulf
Oil Corporation*

OFFICERS

FREDERIC G. DONNER
Chairman

JAMES M. ROCHE
President

EXECUTIVE VICE PRESIDENTS

EDWARD N. COLE	GEORGE RUSSELL
SEMON E. KNUDSEN	ROGER M. KYES
	EDWARD D. ROLLERT

VICE PRESIDENTS

CARL E. ALLEN	EARL C. DAUM	LAWRENCE R. HAFSTAD	KENNETH N. SCOTT
HARRY F. BARR	JOHN Z. DELOREAN	ROBERT L. KESSLER	LOUIS G. SEATON
DONALD L. BOYES	ANTHONY G. DE LORENZO	HAROLD N. METZEL	RICHARD L. TERRELL
BOYD B. BROWNELL	HAROLD H. DICE	WILLIAM L. MITCHELL	EDWIN H. WALKER
MARTIN J. CASERIO	ELLIOTT M. ESTES	PHILIP J. MONAGHAN	HAROLD G. WARNER
HOWARD E. CRAWFORD	RICHARD C. GERSTENBERG	ALOYSIUS F. POWER	CALVIN J. WERNER
	WALLACE E. WILSON		

FRANKLIN H. LAROWE
Treasurer

EDWARD B. WALLACE
Secretary

RALPH C. MARK
Comptroller

COMMITTEES

FINANCE COMMITTEE

FREDERIC G. DONNER
Chairman

HENRY C. ALEXANDER	JOHN F. GORDON
LYLOYD D. BRACE	HOWARD J. MORGENS
ALBERT BRADLEY	THOMAS L. PERKINS
LUCIUS D. CLAY	JAMES M. ROCHE
EDWARD N. COLE	GEORGE RUSSELL

EXECUTIVE COMMITTEE

JAMES M. ROCHE
Chairman

EDWARD N. COLE	ROGER M. KYES
FREDERIC G. DONNER	EDWARD D. ROLLERT
SEMON E. KNUDSEN	GEORGE RUSSELL

AUDIT COMMITTEE

J. WESLEY MCAFEE
Chairman

HARLEE BRANCH, JR.	EDWARD F. FISHER
CHARLES S. MOTT	

BONUS AND SALARY COMMITTEE

ALBERT BRADLEY
Chairman

HENRY C. ALEXANDER	LUCIUS D. CLAY
EUGENE N. BEESLEY	JOHN F. GORDON
LLOYD D. BRACE	WILLIAM K. WHITEFORD

ADMINISTRATION COMMITTEE

JAMES M. ROCHE
Chairman

DONALD L. BOYES	JOHN Z. DELOREAN	ROGER M. KYES	KENNETH N. SCOTT
MARTIN J. CASERIO	FREDERIC G. DONNER	HAROLD N. METZEL	EDWIN H. WALKER
EDWARD N. COLE	ELLIOTT M. ESTES	PHILIP J. MONAGHAN	HAROLD G. WARNER
EARL C. DAUM	ROBERT L. KESSLER	EDWARD D. ROLLERT	CALVIN J. WERNER
	SEMON E. KNUDSEN	GEORGE RUSSELL	

LETTER TO SHAREHOLDERS

Nineteen sixty-six was a year of good volume and good profits for General Motors. Unit sales, dollar sales, net income, earnings per share and dividends paid to the owners of the business exceeded every year but 1965—a year in which sales in the early months were stimulated beyond normal demand as a result of strikes in the latter months of 1964.

Earnings per share of common stock for 1966 were \$6.24 per share as compared with \$7.41 in 1965 and the previous peak of \$6.05 per share in 1964. Dividend payments totaled \$4.55 per share in 1966, with reinvested earnings of \$1.69 per share representing 27% of earnings, compared with a reinvestment of 30% over the preceding five years. Dividends paid on the common stock totaled \$1.3 billion in 1966 which was more than the total net income of the Corporation in any year prior to 1962.

Net income in 1966 was less than in 1965 as a result of the reduction in unit sales and the higher fixed charges resulting from the increased capacity brought into production during the year as the Corporation's expansion program neared completion. We also experienced increases in other costs, including labor and materials. These were largely offset by improvements in efficiency and aggressive merchandising which made possible the sale of "more car per car". This was represented by a larger proportion of top-of-the-line models and increased sales of options and accessories. General Motors results also benefited from expanded nonautomotive sales.

Industry passenger car deliveries in the United States in 1966 totaled 9.0 million units, including 650,000 imports. While deliveries were slightly below the total for 1965, they continued at a relatively high level, and were at about the same relationship to the long-term trend as the average for the four years prior to 1966. Domestic industry truck deliveries of 1.6 million units set a new record and were 5% above the 1965 total. General Motors' share of domestically produced industry passenger car deliveries was 51.8%.

Our 1967 model products are enjoying excellent acceptance in the most competitive market of the last twenty years. The Chevrolet Camaro and the Cadillac Eldorado—two completely new cars introduced last fall—and the recently introduced Pontiac Firebird have been especially well received. General Motors cars show the tangible results of many years of research and testing and are the safest, most reliable, comfortable and attractive we have ever built. Among the engineering advances incorporated as standard equipment on General Motors' 1967 domestic passenger car models are 29 new or improved safety-related features, including the GM-developed energy-absorbing steering column.

No single factor has been more important to General Motors' success than the increasing value we have built into our products. We have continued to improve our products substantially while maintaining stable prices. Since the fall of 1958, comparably equipped General Motors passenger cars have been priced at or below the 1959 model level. As a result of the price stability and product improvements during this period, the Bureau of Labor Statistics index of new car prices has decreased 8% compared with a 14% increase in the overall consumer price index. This is a tangible measure of the outstanding values which our products make available to the public today.

Another measure of the increased value of GM products since the fall of 1958 is the extension in the warranty of the entire car (except tires) from 90 days or 4,000 miles to two years or 24,000 miles, and the further increase beginning with the 1967 models in the warranty of the power train components, wheels, steering and suspension components to five years or 50,000 miles. This greatly improved warranty applies not only to the original purchaser but also to successive owners.

In the past year there has been considerable discussion of product recall campaigns. Recall campaigns are as old as the industry and they provide a practical and responsible method of correcting the infrequent problems which may occur in a highly complex, mass-produced product after it has been in use. This responsibility is pursued both before and after a car is sold and is in keeping with the stated policy of General Motors. These procedures reflect the determination of General Motors to assure the integrity of its cars and the safety of all who use them.

While a number of governments abroad adopted measures to restrain inflationary trends, GM sales outside the United States and Canada totaled a record \$2.9 billion, in 1966, or 4% above 1965. Overseas earnings were about the same as in 1965, in spite of higher costs, including those associated with recent capacity increases.

Dollar volume of General Motors nonautomotive commercial products was also at a record level in 1966, totaling \$1.6 billion, or 11% more than in 1965. Increased sales of locomotives, household appliances, diesel engines and off-highway earthmoving equipment all contributed to this result. Defense sales totaled \$552 million, an increase of 20% over the previous year and the highest since 1957.

The world we live in is changing at an accelerating pace, dramatized by the rapid urbanization of population. This fact underlies many of the challenges we face in the years ahead. These include the search to find more efficient and more effective ways to reduce air and water pollution, reduce traffic congestion and improve traffic safety. General Motors is cooperating fully with the provisions of the National Traffic and Motor Vehicle Safety Act of 1966. We will continue our long-standing policy of cooperation with all levels of government toward improving traffic safety, reducing traffic congestion and eliminating air and water pollution.

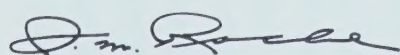
The three-year agreements with unions representing most of our hourly-rate employees in the United States are subject to termination in early September of 1967. In the interest of the public, the employees and the shareholders, full recognition must be given to the necessity of maintaining an efficient business in our highly competitive industry.

Worldwide, there is a growing need for motor vehicles and an intense desire for personal mobility. Together with rising personal incomes, these constitute important factors in the long-term demand for cars and trucks, assuring our industry a continuing vigorous growth potential. Outside the United States, the insistent demand for cars and trucks has taxed the productive capacity of all manufacturers throughout most of the postwar period. In the United States, the growth of the market is being stimulated by increasing demands for greater product variety, personalized passenger cars and special-purpose trucks.

To meet these demands, General Motors has undertaken a series of capital spending programs. These programs do more than add to our capacity. Equally important, they make a significant contribution to efficiency and product quality. These are the cornerstones on which our business has been built and the firm foundation of our future growth.

We are proud of the effort made during the last year by General Motors men and women all over the world and we take this opportunity to thank them.

This report is prepared and submitted to the shareholders of General Motors by order of the Board of Directors.



President

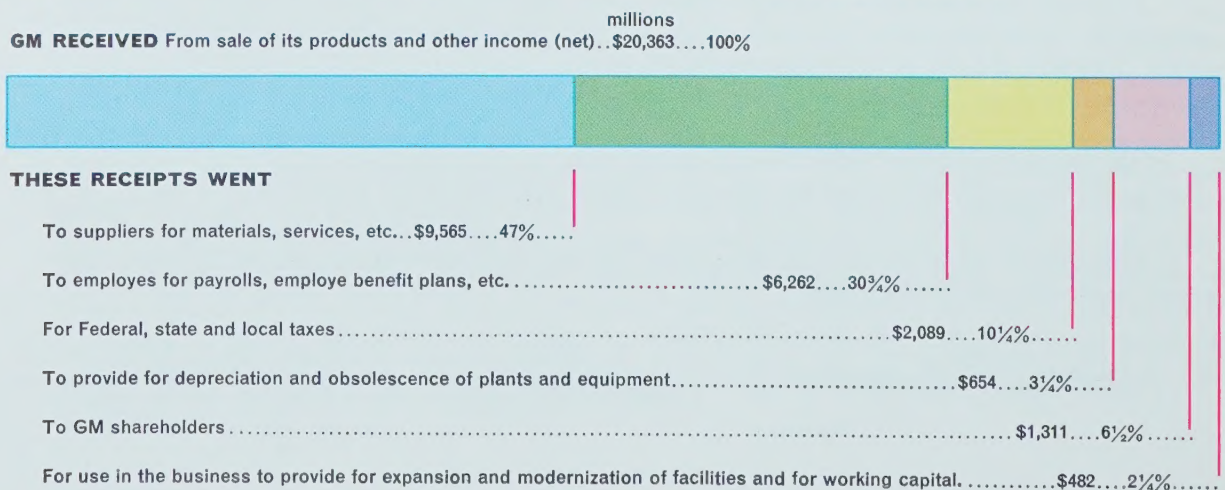


Chairman

GENERAL MOTORS HIGHLIGHTS OF THE YEAR AND

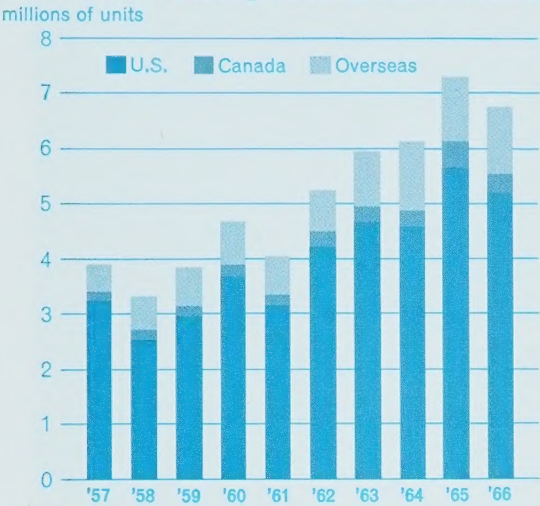
	1966	1965	1964
DOLLAR SALES OF ALL PRODUCTS			
Civilian	\$ 19,656,840,000	\$ 20,275,239,000	\$ 16,570,688,000
Defense	551,665,000	458,743,000	426,356,000
Total	\$ 20,208,505,000	\$ 20,733,982,000	\$ 16,997,044,000
FACTORY SALES OF CARS AND TRUCKS			
Manufactured in U. S. plants	5,195,000	5,696,000	4,598,000
Manufactured in Canadian plants	356,000	419,000	293,000
Manufactured in Overseas plants	1,166,000	1,163,000	1,223,000
Total	6,717,000	7,278,000	6,114,000
NET INCOME			
As a percent of sales	8.9%	10.3%	10.2%
Earned per share of common stock	\$6.24	\$7.41	\$6.05
Dividends per share of common stock	\$4.55	\$5.25	\$4.45
TAXES			
Provision for U. S. and foreign income taxes	\$ 1,477,400,000	\$ 1,966,000,000	\$ 1,548,900,000
Other tax provisions (including state, local and GM's share of social security taxes)	611,700,000	565,000,000	531,100,000
Total	\$ 2,089,100,000	\$ 2,531,000,000	\$ 2,080,000,000
Total taxes per share of common stock	\$7.32	\$8.88	\$7.31
Total taxes per dollar of net income	\$1.16	\$1.19	\$1.20
Total taxes per dollar of dividends	\$1.59	\$1.68	\$1.63
REAL ESTATE, PLANTS, AND EQUIPMENT (Excluding Special Tools)			
Plant expenditures for year	\$ 1,188,054,000	\$ 1,321,980,000	\$ 929,588,000
Net balance at December 31	4,644,445,000	4,161,246,000	3,429,440,000
INVESTMENT AS OF DECEMBER 31			
Net working capital	\$ 3,605,989,000	\$ 3,684,855,000	\$ 3,651,042,000
Shareholders' net investment	8,726,103,000	8,237,278,000	7,599,015,000
WORLDWIDE EMPLOYMENT			
Average number of employees	745,000	735,000	661,000
Total payrolls	\$ 5,559,742,000	\$ 5,448,343,000	\$ 4,592,481,000

What Happened to the Money GM Received During 1966

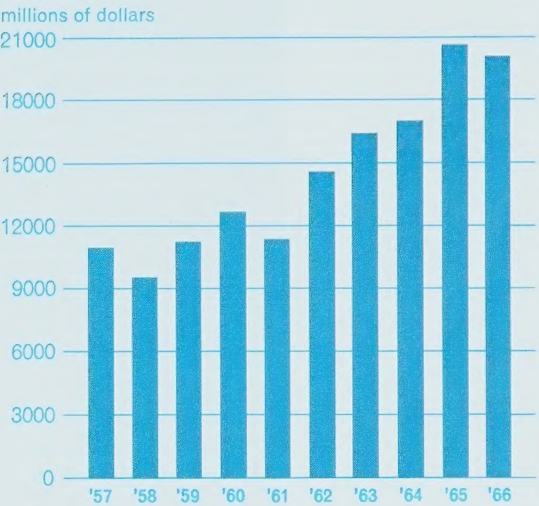


TEN-YEAR TRENDS

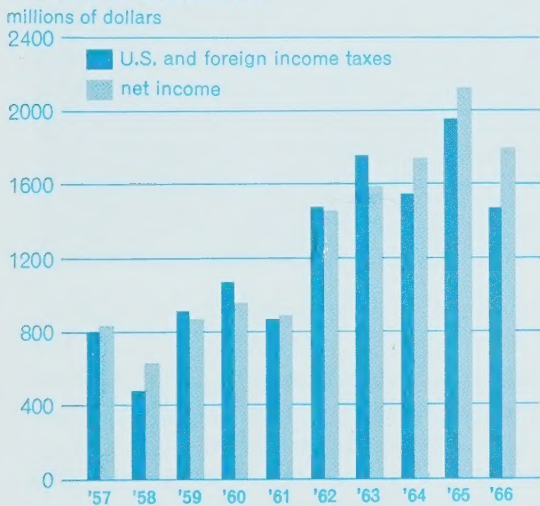
GM Worldwide Factory Sales—Cars and Trucks



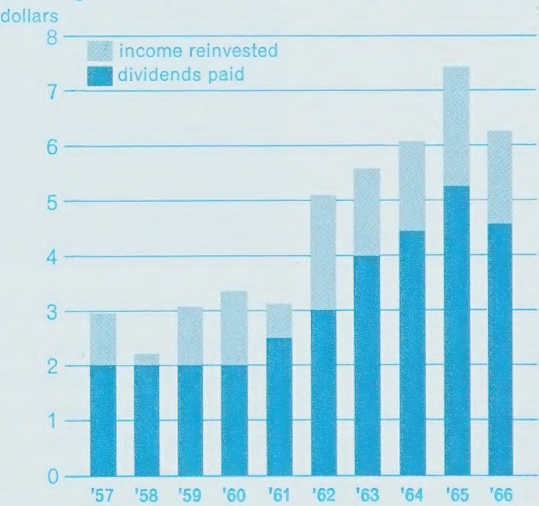
Net Sales



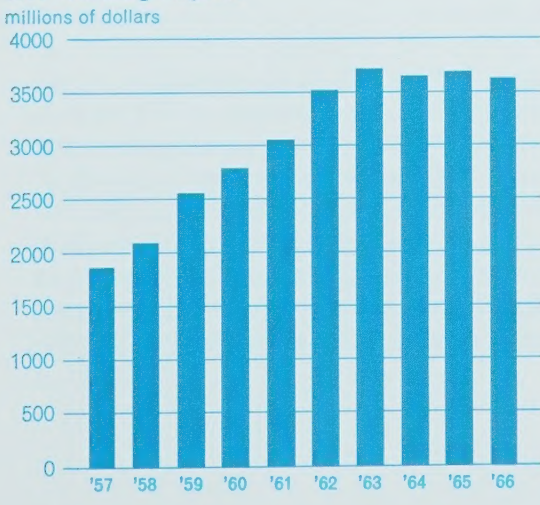
Taxes and Net Income



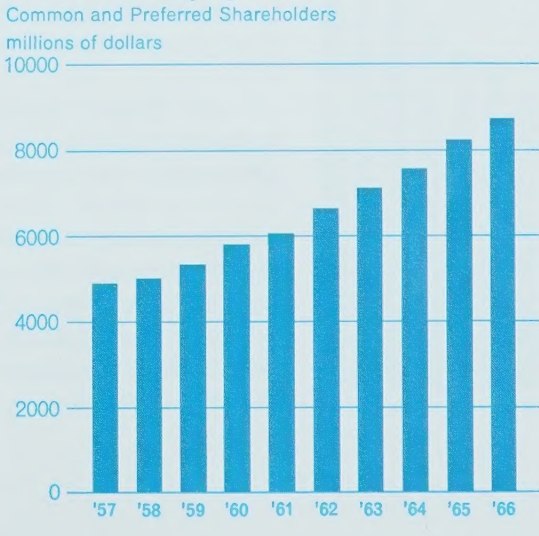
Earnings Per Share of Common Stock



Net Working Capital



Shareholders' Equity



FINANCIAL REVIEW

NET SALES in 1966 of \$20,209 million were the second highest in GM's history and were 3% below record sales in 1965. Nearly 90% of these sales were automotive products, with the remainder representing sales of nonautomotive and defense and space products. Worldwide factory unit sales of 6,717,000 passenger cars and trucks were 8% less than the 1965 record of 7,278,000.

NET INCOME totaled \$1,793 million in 1966, or 16% below income in the record year 1965 but higher than in any other year. Of 1966 net income, 8% was earned outside the United States and Canada.

EARNINGS ON THE COMMON STOCK in 1966 totaled \$6.24 per share, compared with \$7.41 per share in 1965.

DIVIDENDS paid on the common stock in 1966 totaled \$1,298 million, the second largest in the history of the Corporation. This represented dividends of \$4.55 per share, with \$1.69 per share, or 27% of earnings, reinvested in the business.

THE PROVISION FOR UNITED STATES AND FOREIGN INCOME TAXES totaled \$1,477 million in 1966, compared with \$1,966 million in the previous year.

GM's total tax provision of \$2,089 million in 1966 included United States and foreign income taxes, state and local taxes and the Corporation's share of social security taxes. Total ascertainable taxes applicable to General Motors operations (including sales and excise taxes paid on sales of the Corporation's products, but which are excluded from both sales and costs) were \$3,244 million. This is equivalent to \$11.37 per share of common stock, or about 2½ times the amount paid as dividends in 1966.

PLANT AND EQUIPMENT EXPENDITURES in 1966 totaled \$1,188 million, compared with an all-time high of \$1,322 million in 1965. About 75% of the total in 1966 was spent in the United States. Expenditures in 1966 included amounts for capacity expansion, capital outlays for modernization, plant replacements, safety, research activities and new model programs.

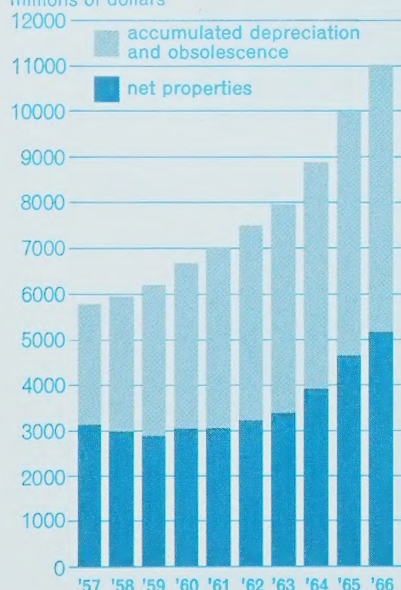
During 1966, a total of \$654 million for depreciation and obsolescence was charged to income. This compares with \$557 million in 1965.

EXPENDITURES FOR SPECIAL TOOLS amounted to \$891 million in 1966. Tool amortization was \$861 million for the year.

NET WORKING CAPITAL at December 31, 1966 totaled \$3,606 million, which compares with \$3,685 million at the end of 1965, or a decrease of \$79 million. Decreases in working capital totaled \$647 million, reflecting principally increases in net real estate, plants, and equipment of \$513 million and an increase of \$117 million in investments in subsidiary companies not consolidated and in other investments and miscellaneous assets. These were only partly offset by \$482 million of earnings retained after payment of dividends, and an increase of \$72 million in foreign debt of subsidiaries due after one year. A statement setting forth the source and application of funds for the years 1965 and 1966 is shown on page 35.

Real Estate, Plants, and Equipment

millions of dollars





Rectifier for Delcotron generator is assembled at Delco Radio plant, Kokomo, Indiana

EQUITY OF THE COMMON SHAREHOLDERS is represented by the common stock, capital surplus and net income retained for use in the business. This equity amounted to \$8,443 million at the end of 1966, an increase of \$489 million over the 1965 year-end total of \$7,954 million. Book value per share increased from \$27.68 to \$29.37 during the year.

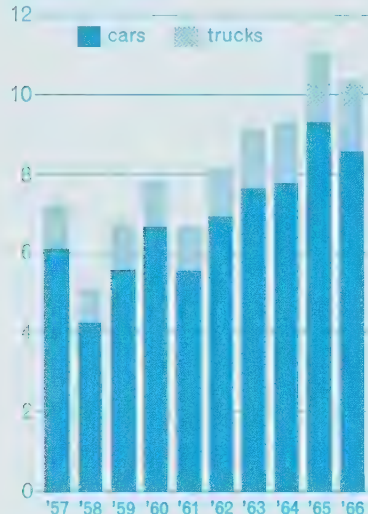
PENSION FUNDS established under the U. S. hourly-rate pension plan and the non-contributory part of the retirement program for salaried employees in the United States totaled \$1,909 million at the end of 1966, with the securities valued at cost. These funds are held by seven bank trustees. During 1966 the pension funds increased by \$237 million, representing the excess of payments into the trusts and income from trust investments of \$353 million over pension payments of \$116 million. This is shown on page 35.

Three insurance companies handle the funds under the contributory part of the U. S. salaried employees retirement program. There are separate arrangements for employees in Canada and in other countries where GM pension plans are available. Total worldwide payments and provisions by GM for all employee pension plans in 1966 amounted to \$288 million, compared with \$225 million in 1965.

REVIEW OF OPERATIONS

U.S. Industry Factory Sales

millions of units



GENERAL MOTORS' 1966 RESULTS represented a high level of accomplishment. Net earnings, earnings per share and dividends on the common stock exceeded every year except the peak year 1965 when results were favorably affected by volume deferred from 1964 due to strikes. The 1966 results are particularly noteworthy when considered against a background of an unprecedented nine years of price stability, significant product improvement and increasing material and labor costs.

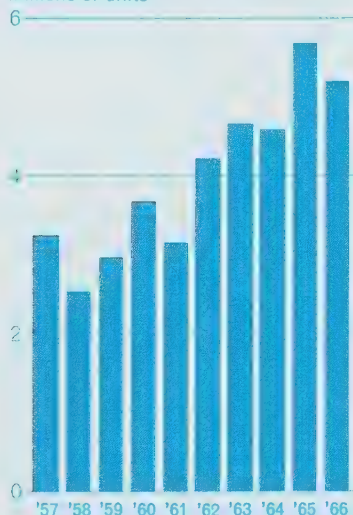
The reduction in 1966 sales and earnings from 1965 reflected a number of influences. The lower unit volume reflected a reduction in volume for the industry as a whole. While GM customers continued to order an increasing percentage of options, accessories and top-of-the-line models in 1966, the rate of increase slowed.

Another reason for reduced earnings was the increase in fixed costs related to the new capacity recently brought into production. One of management's responsibilities is to provide adequate production capacity needed to meet the anticipated growth in long-term demand. In a competitive growth industry such as the automobile industry, this is particularly important because long lead time is required to provide the complex facilities needed to build today's cars and trucks. In early 1964, General Motors announced a capital expenditure program made necessary by the continued growth in demand for vehicles in the United States, Canada and overseas. This program will provide the capacity needed to meet the anticipated long-term upward trend in vehicle demand over the next few years.

Finally, employment costs, as well as material, engineering and tooling costs, continued to increase substantially in 1966. Selling expenses also increased as the industry grew more competitive both in the United States and in other countries in which General Motors operates. These cost increases were largely offset by increases in efficiency and the sale of more optional equipment items.

GM U.S. Plants—Factory Sales of Cars and Trucks

millions of units



WORLDWIDE FACTORY SALES of General Motors cars and trucks during 1966 totaled 6,717,000 vehicles, 8% below the record year 1965 and 10% above 1964.

Factory sales of GM cars and trucks produced in the United States totaled 5,195,000 units, compared with 5,696,000 units in 1965 and 4,598,000 in 1964. Factory sales in 1965 were favorably affected by the volume deferred from 1964 because of the strikes late in that year and the buildup during 1965 of depleted stocks after the strike. After adjustment for the strike effect, estimated in the area of 500,000 units, factory sales would be approximately level for the last three years at about 5,200,000 units annually.

Industry factory sales of cars and trucks produced in the United States in 1966 totaled 10,329,000, compared with 11,057,000 in 1965 and 9,292,000 units in 1964. Sales in 1966 were second only to 1965, a year which, as noted, reached a peak partly due to sales deferred from strikes in 1964.

FACTORY SALES OF CANADIAN-PRODUCED GM CARS AND TRUCKS during 1966 totaled 356,000, compared with 419,000 in 1965.

The U.S.-Canadian Trade Agreement increased the opportunity for the movement of vehicles and original equipment parts between the United States and Canada. This agreement has enabled General Motors of Canada to concentrate on the manufacture of products with the highest volume potential and to replace the production of lower volume models and parts with imports from the United States. To balance these increased imports from the United States, some of the Canadian higher volume products are being exported to the United States.

GENERAL MOTORS' OVERSEAS OPERATIONS set a new sales in value record in 1966. Sales outside the United States and Canada of \$2,871 million were 4% above 1965. Factory sales of 1,166,000 vehicles produced overseas, together with export shipments of 101,000 North American-type units, totaled 1,267,000 units in 1966 compared with 1,280,000 units in 1965. This high level of volume was achieved even though sales were adversely affected by governmental measures designed to restrain inflationary trends in a number of major markets abroad.

Factory sales in 1966 of the German-made Opel exceeded those in 1965 due to the strong showing of the Kadett in West Germany, in the United States and in other export markets. Sales in the fourth quarter were reduced by government restrictions and the political uncertainty which occurred in West Germany, along with a general decline in business activity in most other European countries where Opels are sold.

The British Government's measures adopted to strengthen the pound have depressed the automotive market in the United Kingdom. Sales of English-made Vauxhall cars and Bedford trucks were lower during 1966 than in 1965. Vauxhall's 1966 percentage of its domestic market remained about the same as in 1965.

In Australia, the 1965 slowdown in sales of consumer durable goods continued throughout 1966. However, GM- Holden's penetration of the market was maintained at approximately the level of the previous year. The new Holden passenger cars introduced in April were well received and enabled GM- Holden's to meet the challenge of a more competitive market.

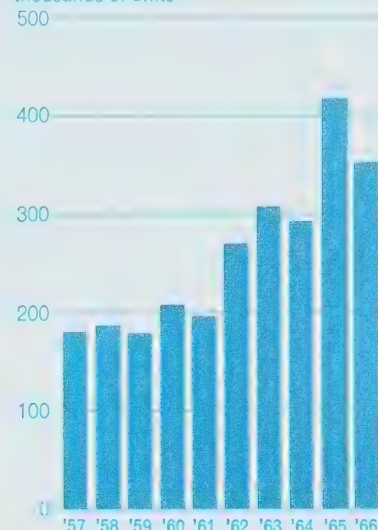
GM'S 1967 MODELS are receiving an excellent acceptance in the most competitive market since the end of World War II. A total of 181 different domestic models are being offered, including the all-new sporty Chevrolet Camaro and elegant, front-wheel drive Cadillac Eldorado, both introduced last fall, and the Pontiac Firebird introduced in February, 1967. The 1967 model year marked the ninth consecutive model year that GM cars, when adjusted for equipment changes, have been priced at or below the 1959 model levels.

All General Motors 1967 domestic car models include 29 new or improved safety-related features incorporated as standard equipment. Among these standard features are the GM-developed energy-absorbing steering column, dual master cylinder brakes, a four-way hazard warning flasher system, folding-seat-back latches and passenger-guard door locks on all doors.

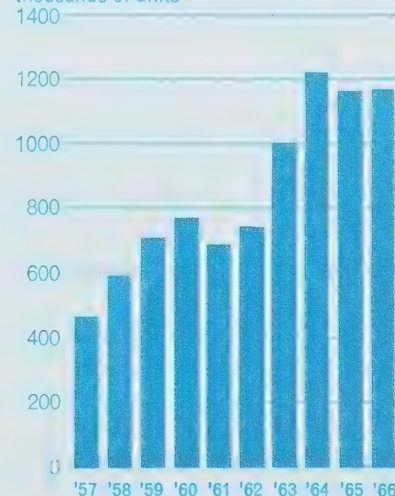
RECORD SALES OF COMMERCIAL NONAUTOMOTIVE PRODUCTS in 1966 totaled \$1,625 million, an increase of 11% over the previous year and almost 70% above the sales level of five years ago.

Sales of the Electro-Motive Division in 1966 were at a high level. About one-half of the Division's current domestic locomotive orders are for the new

GM Canadian Plants—Factory Sales of Cars and Trucks
thousands of units



GM Overseas Plants—Factory Sales of Cars and Trucks
thousands of units



3,600 hp, six-axle diesel-electric unit, the first of which was delivered in June. New highs were reached in sales of marine engines and power generating equipment.

Frigidaire Division experienced the highest sales in its 51-year history. This was the result of the excellent public acceptance of the Division's new home appliances and the growth in the automotive air conditioning market. Frigidaire supplies compressors for air conditioning units in GM cars.

Record sales were reported by the Detroit Diesel Engine Division in 1966. About one-fourth of Detroit Diesel's business is accounted for by sales to highway truck manufacturers. Construction and marine applications also are making major contributions. Euclid Division sales also reached a record level as a result of the strong demand for off-highway earthmoving equipment and the advanced product lines being offered.

GM DIVISIONS PROVIDED SUBSTANTIAL SUPPORT TO THE NATION'S DEFENSE AND SPACE PROGRAMS during 1966. GM sales in this area totaled \$552 million, an increase of 20% over the previous year and the highest since 1957.

Allison Division began production during the year of the M551 General Sheridan tank at the Government-owned Army Tank-Automotive Plant in Cleveland. The design stage of the Main Battle Tank, a joint project of the United States and the Federal Republic of Germany, was completed in 1966 and pilot models of this vehicle are being assembled by Allison Division. AC Electronics Division is developing a computerized weapons control system for the Main Battle Tank. Allison also has received a development and production contract for the TF41 turbofan jet engine and a contract to develop a turbojet lift engine for use in a vertical rising aircraft. Both development programs are in cooperation with Rolls-Royce Ltd. of England.

AC Electronics Division guidance systems directed three successful space flights in 1966. AC also is developing a guidance system for intercontinental missiles with a capability of guiding and maneuvering a missile into space, through reentry and to its target.

Spacecraft guidance and navigation control panel is readied for test in space simulation chamber at AC Electronics plant, Milwaukee, Wisconsin





Car seat subassembly is sewn together at Fisher Body plant, Tecumseh, Michigan

GENERAL MOTORS' 1966 WORLDWIDE PLANT FACILITIES EXPENDITURES totaled \$1,188 million for new plants and equipment and modernization and expansion of existing facilities. Of the total, about 75% was spent in the United States. During the past three years, expenditures totaled nearly \$3,500 million, which reflected the results of the three-year capital expenditure program initiated early in 1964. Expenditures in 1967 are expected to be in the area of \$1,000 million.

The Corporation's program to increase U. S. passenger car production capacity is included in these expenditures. New Chevrolet and Fisher Body assembly plants at Lordstown, Ohio, a new Fisher Body metal fabricating plant at Kalamazoo, Michigan, and Central Foundry's new iron foundry at Defiance, Ohio began operations during 1966.

Modernization of Chevrolet and Fisher Body assembly plants at Norwood,

Ohio was completed during the year, along with plant modernization programs of Oldsmobile at Lansing, Michigan and Ternstedt at Detroit, Michigan.

Work was started in 1966 on a Chevrolet die plant at Flint, Michigan and an Oldsmobile pressed metal facility. Three new vehicle safety facilities are being built at GM's Milford, Michigan, Proving Ground. A building will house a new impact sled crash test facility and specialized equipment to subject production and experimental tires to rigorous testing to assure that they meet General Motors and tire industry standards. The third facility will be a huge 72-acre paved area on which maneuvering, handling and emergency situation tests will be conducted.

Construction continued in 1966 on the Chevrolet nodular iron foundry in Saginaw, Michigan. Projects to increase capacity for automotive air conditioning components are underway at Frigidaire and Harrison Radiator. Detroit Diesel Engine Division is expanding further to meet the increasing demand for its engines.

Canada's growing automobile and truck markets and the realignment of manufacturing and assembly facilities under the U.S.-Canadian Trade Agreement have required a continued expansion of facilities. The major portion of these expenditures in 1966 were by McKinnon Industries, primarily for expansion of facilities producing engines.

Overseas, Opel's chassis components plant at Kaiserslautern and proving ground near Dudenhofen, West Germany, were completed during the year. GM Continental's assembly plant for Opels at Antwerp, Belgium, and Opel's new engineering center at Russelsheim, West Germany, are being readied for full operation in 1967. Vauxhall's expansion program in England is nearing completion at Ellesmere Port and is continuing at Dunstable. In Australia, GM- Holden's program to expand facilities is also continuing. A major expansion of facilities in Brazil was announced in November. GM do Brasil will add facilities to build a line of passenger cars. In December, General Motors announced that it will build a plant in Strasbourg, France, to manufacture

Truck cab air vent is adjusted at GMC Truck & Coach plant, Pontiac, Michigan





Energy-absorbing steering column jackets are placed into fixtures at Saginaw Steering Gear plant, Saginaw, Michigan

automatic transmissions for its overseas produced cars, and will also add capacity at GM (France), near Paris, to produce a new line of automotive electrical components.

Future financing of overseas projects will be aided by the sale in November, 1966, of DM 125 million of 6¾% Deutsche Mark Bearer Bonds due in 1976 by General Motors Overseas Capital Corporation, a wholly-owned subsidiary. This is in keeping with GM's long-established policy of financing overseas operations, to the extent possible, through reinvestment of overseas earnings and by borrowings abroad which are repaid through funds generated within the overseas operations.

GENERAL MOTORS' FINANCIAL AID TO EDUCATION in 1966 amounted to \$11.4 million, of which \$4.4 million was in support of General Motors Institute. The Institute is providing more than 3,000 students the opportunity to earn engineering degrees with alternating periods of academic study and related work assignments at sponsoring GM divisions. In addition to GMI, the Cor-



Clothes washer operation is inspected at Frigidaire plant, Dayton, Ohio

poration's educational assistance includes grants to colleges, universities and associations of colleges, individual fellowships, and the GM Scholarship Program. Some 1,460 young men and women are attending 218 colleges and universities under the GM Scholarship Program.

IN THE AREA OF LITIGATION, the United States Supreme Court on April 28, 1966, handed down a decision reversing a District Court's Judgment for General Motors and three Chevrolet dealer associations in the Los Angeles "discount house" antitrust case. The case was remanded to the U. S. District Court for Southern California which entered a final judgment effective September 17, enjoining GM from conspiring with any group or association of Chevrolet dealers to limit sales by such dealers to or through discount houses or referral services. The final judgment will not affect any provision of the GM dealer franchise agreement and does not prevent the Corporation from unilaterally enforcing such agreements, except for a limited restriction expiring March 17, 1967.

There are two pending antitrust civil actions brought by the Government against General Motors, one brought in 1959 relating to GM's acquisition of The Euclid Road Machinery Co. and the other brought in 1963 concerning activities in the diesel locomotive field.



CHEVROLET Chevy-Van, CHEVROLET Fleetside Pickup, GMC Light-Duty Stake Truck, CHEVROLET Medium-Duty Dump Truck and GMC Heavy-Duty Aluminum Tilt-Cab Tractor

FRIGIDAIRE Twin 30 Flair Range with self-cleaning lower oven, Prestige Room Air Conditioner, Custom Imperial Undercounter Dishwasher and Food-Life Preserver Refrigerator



PEOPLE OF GENERAL MOTORS

EMPLOYMENT AND PAYROLLS during 1966 reflected the high level of production and the employment added as a result of the expansion program. With additional capacity it was possible to reduce the amount of overtime worked. As a result, average weekly earnings decreased as overtime hours were reduced. However, the staffing of three new plants and the expansion of facilities resulted in increased employment and higher payrolls.

Worldwide employment averaged 745,000 men and women in 1966, and payrolls totaled \$5,560 million. As in past years, about 30 cents of each sales dollar was for employee wages or benefits.

In the United States, an average of 415,000 hourly-rate employees received \$3,407 million in 1966. Hourly wages averaged \$3.87 for 40.9 hours of work per week.

Average weekly wages of GM's hourly-rate employees in the United States of \$158.04 were substantially above those reported for all U. S. manufacturing employees by the Bureau of Labor Statistics, as shown by the chart below.

In September U. S. hourly-rate employees received wage increases ranging from nine to 16 cents per hour as called for in union agreements signed in 1964. These employees also receive a cost-of-living allowance which varies with quarterly changes in the Consumer Price Index of the Bureau of Labor Statistics. At the end of 1966, the cost-of-living allowance was 21 cents per hour, an increase of 11 cents over the previous year-end. Straight-time wages, including the cost-of-living allowance, for hourly-rate employees in the United States averaged a record \$3.37 per hour at the end of 1966, compared with \$3.15 per hour at the end of 1965.

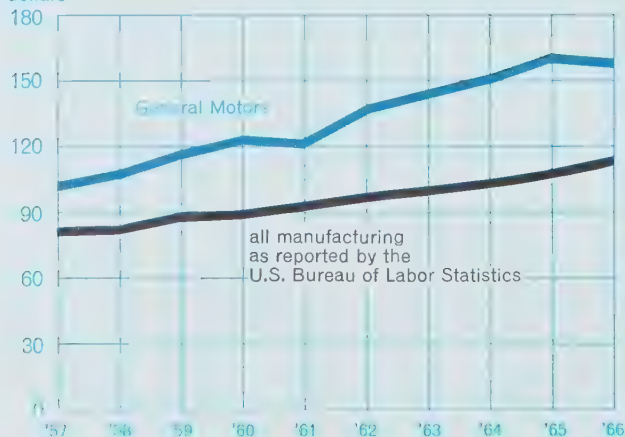
Eligible salaried employees in the United States received general increases of up to \$28 per month in September. Their quarterly cost-of-living allowance rose by \$55 during the year to \$105 per quarter at the end of the year.

GENERAL MOTORS' BENEFIT PROGRAMS are designed to help employees and their families plan for the future and assist in protecting themselves

Average Weekly Earnings

Hourly-Rate Employees, U. S.

dollars



Worldwide Employment and Payrolls

employment, thousands

payrolls, millions of dollars





Fender is attached to Camaro at Chevrolet assembly plant, Van Nuys, California

against many of life's financial hazards. GM has long been a leader in this field and in 1966 contributed over \$689 million under these programs for employees in the United States. The largest of these programs is the Group Insurance Program, which provides life insurance, sickness and accident benefits and hospital-surgical-medical coverage. At the end of 1966 retirement benefits under the contributory and non-contributory retirement programs were being paid to 67,786 persons.

THE GM SAVINGS-STOCK PURCHASE PROGRAM is available to salaried employees with more than one year of service. The employee may contribute up to 10% of his salary to the Program and the Corporation contributes \$1 for each \$2 the employee saves. The 69,787 employees in the United States who participated in the class of 1961, which matured at the end of 1966, either received, or were credited with, General Motors common stock, Government securities and cash valued at \$113.8 million, or the equivalent of \$2.72 for each \$1 they had invested in the Program.



Front seat is installed in car at GM of Canada plant, Oshawa, Ontario

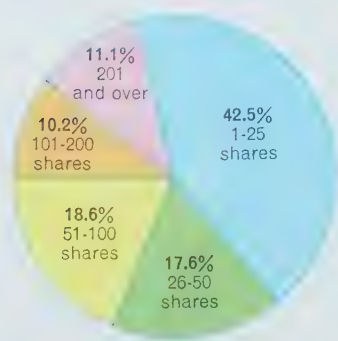
EMPLOYEE PARTICIPATION IN GM BENEFIT PROGRAMS shows how highly they are valued by the employees. About 93% of eligible salaried employees, for instance, saved over 8% of their salaries under the Savings-Stock Purchase Program in 1966. During the same year there were 852,208 submissions by salaried and hourly-rate employees received under the General Motors Suggestion Plan and \$10.5 million was paid for 206,731 awards. Under the Tuition Refund Plan, the Corporation refunds tuition up to \$250 per year upon satisfactory completion of approved courses. Over \$1.7 million was refunded to 15,475 salaried and hourly-rate employees under the Plan in 1966.

BENEFIT PLANS OVERSEAS vary from those in effect in the United States and are generally in accord with local custom. Plans in Canada are similar to those in the United States.

THE INCENTIVE PROGRAM consists of the Bonus Plan and the Stock Option Plan. It is expected that bonuses related to 1966 will be awarded to 15,500 employees and that stock options will be granted to approximately 250 employees. Details on the Incentive Program are shown on page 36.

The By-Laws of the Corporation provide that the Bonus Plan and Stock Option Plan shall be presented to the shareholders by the directors for action at least once every five years. In accordance with this requirement these Plans will be submitted to the shareholders at the annual meeting to be held on May 19, 1967.

Common and Preferred Shareholders by Size of Holdings



THE GENERAL MOTORS' SHAREHOLDER FAMILY totaled 1,418,000 at the end of 1966, a record for General Motors and the highest number of shareholders for any U. S. manufacturing corporation. The owners of GM come from every state in the United States, the ten provinces in Canada and over 80 other countries. Reflecting the international scope of the business, General Motors stock is listed on twelve securities exchanges in six countries.

Of GM's preferred and common shareholders, 68% are individuals, 20% joint tenant accounts and 12% institutions and groups, such as colleges, pension funds, insurance companies, etc. As shown on the chart, 42% own 25 shares or less and 79% own 100 shares or less.

THE CHALLENGE OF CREATIVE CHANGE

The years since the end of the war in 1945 have been an era of accelerated change and progress for General Motors. The upward trend has been particularly marked in the last ten years.

Our business today is far more complex, more worldwide in scope. We offer a much more varied and complete product line than we did even five or ten years ago.

But some things haven't changed. The restless drive, the constant emphasis on tomorrow and the competitive spirit are as strong today as at any time in the past.

The endless search for new knowledge, for better ways of doing every job, for constant improvements in our products and operations—this has been the basis of General Motors' success. As in the past, our success in the future will depend not on merely accepting the challenge of change, but in aggressively seeking creative change and the opportunities for progress it provides.

The Corporation's growth in the last ten years has been made possible by planning that looks many years ahead. This planning shows up in improved products, and in our anticipating and meeting the public's demand for new product concepts.

The first of the smaller GM cars, for example, was introduced in 1959. Next, the market for personal-type cars has so grown in size and importance that each of GM's five car divisions now has a 1967 entry in this class. The record shows a total of 13 new lines of GM cars since 1955—11 produced in the United States and two produced in Europe, all designed from the ground up to meet a worldwide public demand for passenger cars.

Ten years ago GM warranted its cars to the original owners for 90 days or 4,000 miles. Today, the warranty covers the original as well as successive owners for two years or 24,000 miles on the entire car (except tires) and five years or 50,000 miles on the power train components, wheels, steering and suspension components.

A more important accomplishment has been the substantial improvement in value for the customer's dollar. Prices for comparably equipped GM cars today are the same as or lower than the 1959 models introduced in the fall of 1958. Based upon comparable products, the U. S. Bureau of Labor Statistics index of new car prices for 1967 model passenger cars shows a price decrease of 8% from 1959 models. Over the same period the U. S. Consumer Price Index has risen 14%.

Building more and better automobiles takes more people, more plants, new methods and new equipment. In the last ten years, GM's employment has increased 24% and almost \$7 billion has been spent worldwide for new plant facilities.

What has this \$7 billion bought? In addition to the facilities listed on page 13, it has bought a new assembly plant at Fremont, California, a trim fabricating plant at Tecumseh, Michigan and a number of divisional engineering and administration buildings. In Canada, it has bought an assembly plant at St. Therese, Quebec, a truck chassis plant in Oshawa, Ontario and an upholstery trim plant near Windsor, Ontario. Overseas, it has built manufacturing facilities at Bochum, West Germany, to produce Opel Kadetts, a plant to produce com-



Headlight aim is checked at Opel plant, Russelsheim am Main, West Germany

ponents and assemble the Vauxhall Viva at Ellesmere Port in England, and automobile manufacturing facilities in Argentina, Brazil, Mexico and South Africa.

At the same time, existing plants have undergone extensive modernization programs and new machines with improved technology have been introduced. Substantial amounts have been spent for improved processes. New finishes, for example, have required substantial changes in paint booths so that the most modern lacquer finishes can be used. The result is a better and more durable finish.

More important than new facilities, however, are people capable of operating these facilities efficiently. People possessing many different talents and skills are required in a corporation such as General Motors. It requires design engineers, production and processing engineers, marketing experts, financial analysts and accountants, metallurgists, research scientists, medical doctors and nurses and manufacturing specialists—just to name a few—the list could be extended almost indefinitely. Of GM's 37,600 college graduates, about 10% have advanced degrees. Many other employees, of course, have gained their knowledge through practical experience. All these people direct their energies toward furthering the progress of General Motors.

What about the future? Will the industry continue to grow or has it reached a plateau?

The industry's and General Motors' long-range prospects are most promising. The population growth, continued trend to suburban living, increased car use and rising replacement demand all point to increased sales in this country. Abroad, the potential is even greater. The number of persons per car in Europe today is at the level that existed in the United States in the late Nineteen Twenties. In South America, Africa and other developing areas, the long-term potential for car and truck sales is excellent as these areas industrialize and improve their economies.

General Motors is taking advantage of these future market opportunities. Our products head the industry in design, quality and consumer value. Our plants are modern and we have the productive capacity to meet the market demands for the next few years. We maintain strong research efforts in all fields of energy conversion.

The conventional piston engine, benefiting from continuing improvements

in its performance and efficiency, is expected to remain the best all-around power source for automotive use for many years. At the same time, we are aggressively exploring many frontiers of technology offering potential for better power plants in the future. These include research programs involving rotary internal combustion engines, the Stirling heat engine, turbine engines, fuel cells, electrochemical cells and lightweight, efficient, electric motors. These studies have important potential for both automotive and nonautomotive aspects of General Motors business.

General Motors is also in the forefront of many other fields of technology, for example, that of electronics. In electronics we are among the largest producers of semiconductors which are used in alternators, radios, computers and various types of control devices. We are pioneering advance electronic concepts which will apply to a broad field of products, such as power control and distribution systems, traffic control and safety devices, household appliances and many forms of transportation. We are making significant contributions to the nation's defense and space capabilities. In these and many other fields, General Motors is demonstrating its leadership in technology and management as the key to progress for our business and the nation as a whole.

The recent dramatic rise in the number of automobiles and miles driven on our nation's roads has brought new dimensions to GM's responsibilities for future product design, particularly in the areas of air pollution and safety. Here too, creative change must play an important role.

We have learned much about the causes of air pollution and means of reducing automobile emissions which may contribute to this problem. Current research and development should bring still further reductions in the level of automobile emissions.

GM products today are the safest we have ever produced. This has resulted from the continuing year-by-year improvements in the level of durability, reliability, performance and built-in safety of our vehicles, as well as the incorporation of special safety features to provide additional occupant protection in the event of an accident.

GM's 1967 domestic car models incorporated 29 new or improved safety-related features. Of particular importance was the GM-developed energy-absorbing steering column, the result of more than five years of research and development. It has been described as a major advance in vehicle safety.

Safety in the engineering and design of our vehicles is a priority objective for creative change at General Motors. And we are confident our scientists and engineers will continue to provide leadership in safety and other areas of product design in the years ahead.

In the effective organization and utilization of the resources of a worldwide business, it is people who make the difference. It is people who must give direction and leadership to the efforts and talents of all, so that change creates the progress on which our business depends. It is the ability of our people to accomplish this task that assures the continuing success of General Motors.

The management of General Motors is dedicated to creative change and alert to its opportunities. The annual model change focuses management's attention on the future, a future General Motors is engaged in helping to build. Our efforts to build a better business will result in a better investment for our shareholders. Looking ahead, we can say with confidence that the past is prelude to an exciting tomorrow.



CHEVROLET IMPALA Sport Coupe



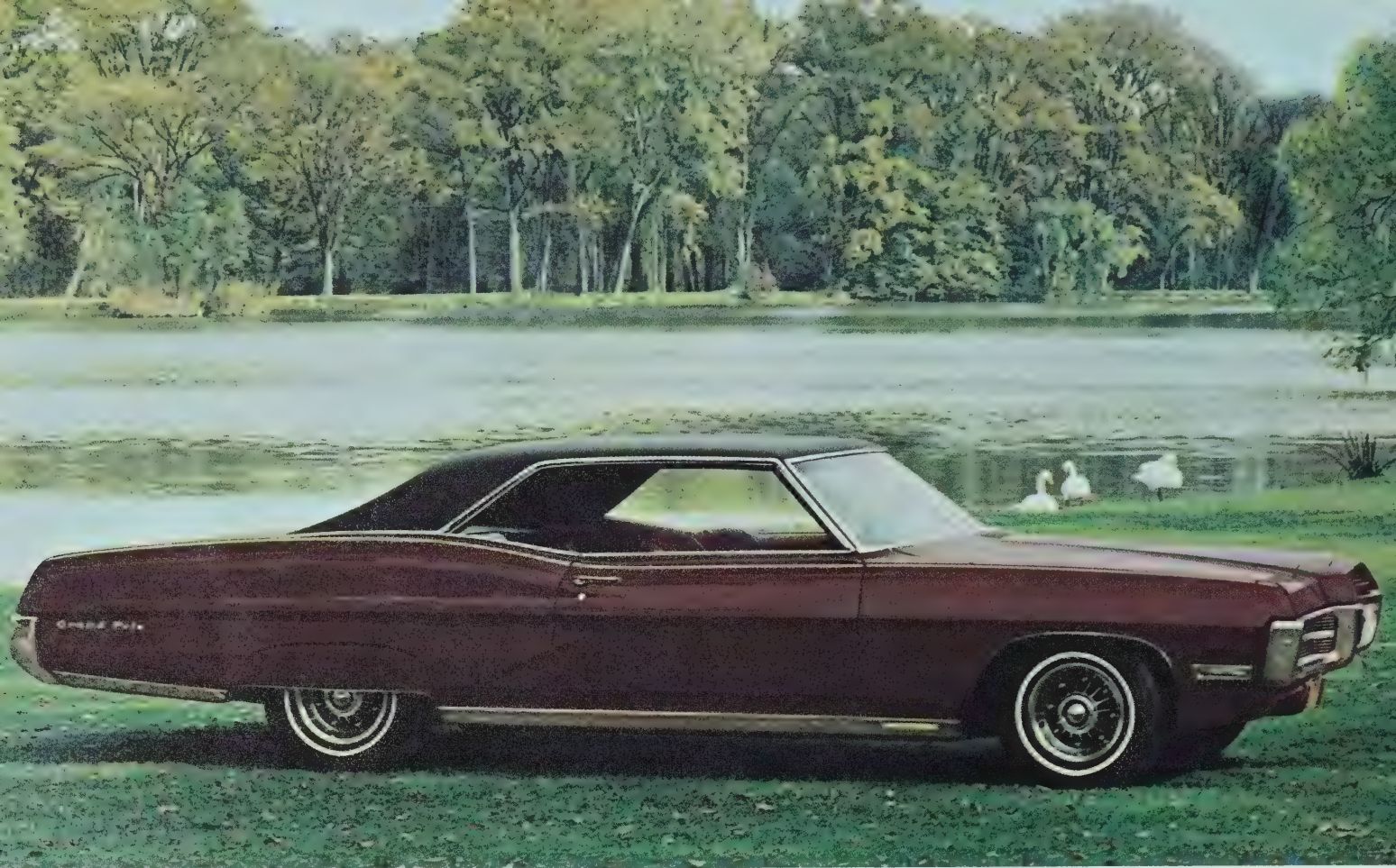
CHEVROLET CHEVELLE SS 396 Convertible



BUICK ELECTRA 225 CUSTOM 4-Door Hardtop



BUICK CUSTOM 3-Seat SPORTWAGON



PONTIAC GRAND PRIX Hardtop Coupe



PONTIAC TEMPEST LE MANS 4-Door Hardtop



OLDSMOBILE DELMONT 88 "425" Town Sedan



OLDSMOBILE "4-4-2" Holiday Coupe

STATEMENT OF CONSOLIDATED INCOME

for the years ended December 31, 1966 and 1965

	Year 1966	Year 1965
NET SALES	\$20,208,505,041	\$20,733,982,295
Equity in earnings of subsidiary companies not consolidated (dividends and interest received amounted to \$26,875,539 in 1966 and \$30,729,624 in 1965)	50,270,469	54,905,366
Other income less sundry income deductions.....	104,183,147	110,895,118
TOTAL	20,362,958,657	20,899,782,779
 LESS:		
Cost of sales and other operating charges, exclusive of items listed below.	15,404,115,028	15,250,237,172
Selling, general, and administrative expenses.....	919,924,769	871,236,222
Depreciation and obsolescence of real estate, plants, and equipment.....	654,127,169	556,702,945
Provision for Bonus Plan and Stock Option Plan.....	114,000,000	130,000,000
Provision for United States and foreign income taxes.....	1,477,400,000	1,966,000,000
TOTAL	18,569,566,966	18,774,176,339
 NET INCOME for the year.....	1,793,391,691	2,125,606,440
Dividends on preferred stocks.....	12,928,278	12,928,282
AMOUNT EARNED ON COMMON STOCK	\$ 1,780,463,413	<u>\$ 2,112,678,158</u>
 Average number of shares of common stock outstanding during the year...	285,277,013	285,043,224
AMOUNT EARNED PER SHARE OF COMMON STOCK	\$6.24	<u>\$7.41</u>

Reference should be made to notes on pages 32 through 34.

STATEMENT OF CONSOLIDATED NET INCOME RETAINED FOR USE IN THE BUSINESS

for the years ended December 31, 1966 and 1965

	Year 1966	Year 1965
NET INCOME RETAINED FOR USE IN THE BUSINESS (earned surplus) at beginning of the year.....	\$6,726,499,777	\$6,110,634,276
NET INCOME for the year.....	1,793,391,691	2,125,606,440
TOTAL	8,519,891,468	8,236,240,716
LESS CASH DIVIDENDS:		
Preferred stock—\$5.00 series.....	9,178,220	9,178,220
Preferred stock—\$3.75 series.....	3,750,058	3,750,062
Total preferred dividends.....	12,928,278	12,928,282
Common stock:		
Mar. 10 (\$0.85 per share in 1966 and \$0.75 per share in 1965).....	242,610,562	213,812,595
June 10 (\$1.35 per share in 1966 and \$1.50 per share in 1965).....	385,347,757	427,824,460
Sept. 10 (\$0.85 per share in 1966 and \$0.75 per share in 1965).....	242,511,390	213,832,946
Dec. 10 (\$1.50 per share in 1966 and \$2.25 per share in 1965).....	427,637,139	641,342,656
Total common dividends.....	1,298,106,848	1,496,812,657
TOTAL CASH DIVIDENDS	1,311,035,126	1,509,740,939
NET INCOME RETAINED FOR USE IN THE BUSINESS (earned surplus) at end of the year.....	\$7,208,856,342	\$6,726,499,777

STATEMENT OF CONSOLIDATED CAPITAL SURPLUS

for the years ended December 31, 1966 and 1965

	Year 1966	Year 1965
CAPITAL SURPLUS at beginning of the year.....	\$ 748,359,793	\$ 726,469,607
PAID-IN CAPITAL in excess of par value of newly issued common stock sold under the provisions of the General Motors Stock Option Plan (99,954 shares in 1966 and 304,409 shares in 1965).....	5,295,900	16,684,408
INCREASE in carrying value of treasury common stock revalued in accord- ance with the provisions of the Bonus Plan (31,565 shares in 1966 and 101,913 shares in 1965).....	1,005,573	5,205,778
CAPITAL SURPLUS at end of the year.....	\$ 754,661,266	\$ 748,359,793

Reference should be made to notes on pages 32 through 34.

CONSOLIDATED BALANCE

ASSETS

	<u>Dec. 31, 1966</u>	<u>Dec. 31, 1965</u>
CURRENT ASSETS:		
Cash.....	\$ 389,790,815	\$ 370,194,099
United States and foreign government and other marketable securities— short term—at cost.....	858,383,234	1,017,048,260
Accounts and notes receivable (less allowance for doubtful accounts: 1966—\$5,199,923; 1965—\$4,879,349).....	1,657,469,143	1,538,687,725
Inventories.....	3,103,286,127	2,986,541,397
TOTAL CURRENT ASSETS.....	6,008,929,319	5,912,471,481
INVESTMENTS AND MISCELLANEOUS ASSETS:		
Investments in subsidiary companies not consolidated.....	607,886,904	498,318,005
Investment in United States Government securities maturing 1972—at cost.....	50,899,177	63,640,611
Other investments and miscellaneous assets.....	86,462,644	78,692,763
TOTAL INVESTMENTS AND MISCELLANEOUS ASSETS....	745,248,725	640,651,379
COMMON STOCK IN TREASURY —Available for purposes of the Bonus Plan and Stock Option Plan (1966—1,733,479 shares; 1965—1,734,935 shares)	148,174,333	143,730,527
REAL ESTATE, PLANTS, AND EQUIPMENT:		
Gross real estate, plants, and equipment.....	10,526,847,101	9,526,463,680
Less accumulated depreciation and obsolescence.....	5,882,401,783	5,365,217,893
Net balance.....	4,644,445,318	4,161,245,787
Unamortized special tools.....	485,337,773	455,359,116
NET REAL ESTATE, PLANTS, AND EQUIPMENT.....	5,129,783,091	4,616,604,903
PREPAID EXPENSES AND DEFERRED CHARGES.....	117,909,865	101,645,834
GOODWILL, PATENTS, ETC.....	63,442,466	63,442,466
TOTAL ASSETS.....	\$12,213,487,799	\$11,478,546,590

Reference should be made to notes on pages 32 through 34.

GENERAL MOTORS CORPORATION
and consolidated subsidiaries

HEET December 31, 1966 and 1965

LIABILITIES, RESERVES, AND CAPITAL

	Dec. 31, 1966	Dec. 31, 1965
CURRENT LIABILITIES:		
United States and foreign income taxes.....	\$ 811,609,087	\$ 1,281,472,749
Less United States and foreign government securities.....	702,831,715	1,107,623,744
Net liability.....	108,777,372	173,849,005
Accounts payable.....	1,223,586,946	1,076,726,895
Taxes, payrolls, and sundry accrued items.....	1,067,344,358	973,808,840
Dividends payable on preferred stocks.....	3,232,069	3,232,070
TOTAL CURRENT LIABILITIES.....	2,402,940,745	2,227,616,810
 OTHER LIABILITIES.....	 564,587,049	 552,289,755
 3¼% DEBENTURES DUE 1979 (less reacquired debentures in treasury)....	 47,757,000	 64,015,000
 FOREIGN DEBT OF SUBSIDIARIES DUE 1968-1977.....	 239,705,000	 167,646,200
 RESERVES:		
Employes benefit plans.....	26,331,906	26,281,468
Contingent credits under Stock Option Plan.....	34,900,000	30,800,000
General reserve applicable to foreign operations.....	141,667,396	141,667,396
Miscellaneous.....	29,495,728	30,951,614
TOTAL RESERVES.....	232,395,030	229,700,478
 CAPITAL:		
Capital stock:		
Preferred, without par value (authorized, 6,000,000 shares):		
\$5.00 series; stated value \$100 per share (issued, 1,875,366 shares; in treasury, 39,722 shares; outstanding, 1,835,644 shares).....	183,564,400	183,564,400
\$3.75 series, stated value \$100 per share (issued and outstanding, 1,000,000 shares).....	100,000,000	100,000,000
Common, \$1½ par value (authorized, 500,000,000 shares; issued, 287,412,580 shares at December 31, 1966 and 287,312,626 shares at December 31, 1965).....	479,020,967	478,854,377
Total capital stock.....	762,585,367	762,418,777
Capital surplus.....	754,661,266	748,359,793
Net income retained for use in the business (earned surplus).....	7,208,856,342	6,726,499,777
TOTAL CAPITAL.....	8,726,102,975	8,237,278,347
 TOTAL LIABILITIES, RESERVES, AND CAPITAL.....	 \$12,213,487,799	 \$11,478,546,590

GENERAL MOTORS CORPORATION

and consolidated subsidiaries

Notes to Financial Statements

PRINCIPLES OF CONSOLIDATION:

The consolidated financial statements include all subsidiary companies which are engaged in manufacturing or wholesale marketing operations. Subsidiary companies not included in the Corporation's consolidated statements are shown below. The voting stocks of all subsidiary companies, other than those of certain minor foreign subsidiary companies not consolidated, are wholly-owned. It is the practice of the Corporation to adjust its investments in subsidiaries to reflect current income, losses and dividends. Provisions are made, where applicable, for estimated United States and foreign taxes on dividends which may be paid from undistributed profits of subsidiaries.

OTHER INCOME LESS SUNDRY INCOME DEDUCTIONS:

Other income in 1966 consisted principally of interest earned and included \$224,833 representing the portions of prior years' bonus awards to which bonus beneficiaries lost their rights during the year and \$1,674,790 representing the reduction in contingent credits resulting from exercise of stock options. Sundry income deductions in 1966 amounted to \$39,272,431 and included \$655,007 representing interest and discount on 3½% debentures and \$26,977,819 representing other interest and related charges.

PROVISION FOR INCOME TAXES:

General Motors provides currently for income taxes by charging income with the amounts estimated to be payable under the applicable tax laws. There are differences in any given year between taxable income and the income reported in the Statement of Consolidated Income which tend to offset one another over a period of years.

The reductions in income taxes payable as a result of the investment credit provisions of the Revenue Acts of 1962 and 1964 (\$49,837,000 in 1966) are being reflected in the Statements of Consolidated Income over the life of the applicable assets. The amount so reflected in 1966 as a reduction in the provision for income taxes was \$17,507,000.

For United States income tax purposes use of the guideline lives adopted in 1962 brings depreciation more in line with that used for accounting purposes. Accumulated depreciation on the Corporation's books exceeds the accumulated amount deducted for income tax purposes.

ACCOUNTS AND NOTES RECEIVABLE:

Accounts and notes receivable at December 31, 1966 included \$773,560,526 of receivables from General Motors Acceptance Corporation relating principally to current wholesale financing of sales of the Corporation's products and \$6,557,975 of receivables from other subsidiary companies not consolidated.

INVENTORIES:

Inventories are stated at the lower of cost or market, with cost being determined substantially on the first-in, first-out or the average cost basis. Physical inventories were taken at all locations during the year 1966.

INVESTMENTS IN SUBSIDIARY COMPANIES NOT CONSOLIDATED:

Investments in subsidiary companies not consolidated at December 31, 1966 consisted of the following: General Motors Acceptance Corporation and its consolidated subsidiaries, the balance sheet of which appears on page 37, \$553,265,045; dealerships operating under the Motors Holding Plan, \$52,329,742; and minor domestic and foreign subsidiaries, \$2,292,117.

OTHER INVESTMENTS AND MISCELLANEOUS ASSETS:

Other investments and miscellaneous assets at December 31, 1966 consisted of the following: loans and advances to steel suppliers, \$6,866,255; receivables—noncurrent portion (less reserves), \$49,615,997; other, \$29,980,392.

COMMON STOCK IN TREASURY:

Common stock in treasury at December 31, 1966 included (1) 639,288 shares, carried at \$57,377,915, available for undelivered portions of bonus awards related to the years 1963 through 1965 and for contingent credits applicable to terminated stock options, which were held for instalment delivery under provisions of the Bonus and Stock Option Plans; (2) 378,632 shares, carried at \$27,447,175, available for contingent credits included in reserves and related to outstanding stock options granted in March of each year, 1958 through 1966; and (3) 715,559 shares, carried at \$63,349,243 or an average of \$88.53 per share, available for bonus awards related to 1966 and for contingent credits to be established when stock options are granted in 1967.

Deliveries of common stock to bonus participants in 1966 aggregated 663,599 shares (including instalment deliveries on January 10, 1967 which were recorded as of December 31, 1966) acquired in prior years and valued at \$55,222,737.

During 1966, the Corporation acquired 1,485,946 shares of common stock for purposes of the Savings-Stock Purchase Program at a cost of \$121,493,324. These shares, together with 3,564 shares carried at \$185,695, were sold to trustees of the Program monthly during the year (at a price equal to the average daily closing market price on the New York Stock Exchange during the month). These latter shares were a portion of a total of 35,129 shares representing principally shares acquired in prior years and held for contingent credits applicable to stock options exercised during the year. The remaining 31,565 shares were made available for the Incentive Program and, in accordance with the provisions of the Bonus Plan, the carrying value was increased from \$1,644,624 to \$2,650,197 with the increase being credited to capital surplus. In addition, 665,707 shares acquired in 1966 at a cost of \$58,846,665 were made available for bonus awards related to 1966 and for contingent credits to be established when stock options are granted in 1967.

GOODWILL, PATENTS, ETC.:

This account includes a nominal amount of \$1 for patents. Goodwill represents the difference between the purchase price and the value ascribed to net tangible assets of businesses acquired in 1943 and prior years and is not amortized.

OTHER LIABILITIES:

Other liabilities at December 31, 1966 consisted of the following: undelivered instalments of bonus awards and of contingent credits applicable to terminated stock options, \$171,109,840; accrued taxes on undistributed earnings of subsidiaries, \$67,787,408; deferred investment credit, \$130,467,000; other noncurrent liabilities, \$194,803,950; and minority interest in the preference stock of Vauxhall Motors Limited, \$418,851.

3¼% DEBENTURES DUE 1979:

Under the provisions of the trust indenture, the Corporation is required in each year through 1977 to make annual cash payments to the sinking fund agent of \$10,000,000 for the redemption of outstanding debentures on the next succeeding January 1; or in lieu of all or any part of such cash payments, the Corporation may deliver to the agent reacquired debentures.

Notes to Financial Statements

During 1966, the Corporation purchased debentures in the principal amount of \$16,258,000 at a cost of \$15,147,984, with interest and discount being reduced by the difference of \$1,110,016. In 1966, the Corporation delivered to the sinking fund agent debentures in the principal amount of \$11,141,000, reacquired in prior years at a cost of \$10,000,000. At December 31, 1966, the Corporation held in its treasury debentures in the principal amount of \$152,720,000, which exceeded the remaining sinking fund requirements.

RESERVE FOR BONUS PLAN AND STOCK OPTION PLAN:

For the year 1966 the Bonus and Salary Committee, in its discretion, directed a credit of \$114,000,000 to the reserve, which was \$55,026,366 less than the maximum amount permitted under the Bonus Plan formula as determined by the independent public accountants. Determination of the amount of the maximum credit to the reserve for 1966 and of the amount available in the reserve at December 31, 1966 is set forth on page 36.

BONUS AWARDS AND CONTINGENT CREDITS:

At the date of this report, the Bonus and Salary Committee has not made final determination of individual bonus awards related to 1966 or of contingent credits to be established when stock options are granted in 1967 but has tentatively determined that the total of such awards and contingent credits shall approximate the amount available for such purposes. Accordingly, the balance in the reserve at December 31, 1966 was transferred to current liabilities, other liabilities and reserve for contingent credits in the Consolidated Balance Sheet. Such estimated bonus awards and contingent credits, together with undelivered instalments of bonus awards and contingent credits previously granted, totaled \$261,285,552 at December 31, 1966.

The Consolidated Balance Sheet at December 31, 1966 gives effect to the payment of \$41,112,868 and the delivery of 507,131 shares of common stock, valued at \$39,414,051, on January 10, 1967, representing instalments of bonus awards related to the years 1962 through 1965 which were earned out during the year 1966 in accordance with provisions of the Bonus Plan, and instalments of contingent credits applicable to terminated stock options.

STOCK OPTION PLAN:

Changes during 1966 in the status of options granted under the Stock Option Plan, described on page 36, were:

Year Granted	Option Price*	Shares Under Option				
		Jan. 1, 1966	Changes During Year			Dec. 31, 1966
			Granted	Exer- cised	Termi- nated	
1958	\$ 35.25	4,179	—	—	—	4,179
1959	\$ 45.82	9,240	—	3,318	—	5,922
1960	\$ 45.44	32,124	—	16,084	—	16,040
1961	\$ 45.44	79,037	—	24,507	—	54,530
1962	\$ 56.82	123,236	—	22,449	2,706	98,081
1963	\$ 63.25	237,160	—	30,161	7,104	199,895
1964	\$ 82.32	319,086	—	3,435	27,501	288,150
1965	\$101.50	263,607	—	—	22,788	240,819
1966	\$ 97.38	—	240,837	—	12,504	228,333
	Total	1,067,669	240,837	99,954	72,603	1,135,949

*The option prices are 100% of the average of the highest and lowest sales prices on the New York Stock Exchange on the dates the options were granted.

The Corporation intends to deliver newly issued stock upon the exercise of any of the outstanding options. The maximum number of shares for which additional options

might be granted under the plan through 1967 was 1,443,051 shares at January 1, 1966 and 1,274,817 shares at December 31, 1966.

CAPITAL:

Of the \$5,462,490 received in 1966 for 99,954 shares of newly issued common stock sold upon the exercise of options, \$166,590 was credited to capital stock and \$5,295,900 was credited to capital surplus.

Capital surplus at December 31, 1966 represented principally paid-in surplus arising from the sale of newly issued common stock.

Net income retained for use in the business (earned surplus) represents consolidated net income of General Motors Corporation since inception less dividends paid to shareholders and transfers to capital stock accounts. It included \$296,254,155 at December 31, 1966 representing undistributed profits, since acquisition, of subsidiary companies not consolidated.

CONTINGENT LIABILITIES:

There are various claims against the Corporation and its consolidated subsidiaries in respect to sundry taxes, suits, patent infringements and other matters incident to the ordinary course of business, together with other contingencies. While there is no way of determining the eventual liability for these claims and contingencies, the amounts included in liabilities and reserves in the financial statements of the Corporation and its consolidated subsidiaries are, in the opinion of the management (and General Counsel with respect to certain suits), adequate to cover all settlements that may be made.

FOREIGN OPERATIONS:

Net investments outside the United States and Canada of the Corporation and its consolidated subsidiaries amounted to \$799,332,625 at December 31, 1966 and are summarized on the following page.

Foreign debt of subsidiaries at December 31, 1966 (exclusive of amounts due within one year) consisted of loans payable as follows: General Motors Overseas Capital Corporation, \$31,250,000 in 1976; Adam Opel A.G., \$106,625,000 during 1968 to 1970; Vauxhall Motors Limited, \$42,000,000 in 1969 and \$14,000,000 in 1977; General Motors Continental, \$32,500,000 during 1968 and 1969; and other subsidiaries, \$13,330,000 during 1968 to 1971.

The general reserve of \$141,667,396 applicable to foreign operations, established at the end of 1954, is available to absorb any extraordinary losses which might arise from foreign operations, including the effect of major exchange revaluations and losses from discontinuing foreign operations in any locality, either voluntarily or because of conditions beyond the Corporation's control. There has been no change in this reserve since 1954.

The United States dollar equivalents of foreign currency assets, liabilities and reserves are determined at official rates of exchange or, when significantly lower, at recognized free market rates of exchange. Real estate, plants, and equipment and accumulated depreciation and obsolescence are translated at such rates in effect at time of acquisition of the related asset; remaining assets, liabilities and reserves are translated generally at such rates in effect at the date of the balance sheet. Accumulated unrealized net loss arising from translation of foreign currency accounts of any foreign subsidiary is charged to income and accumulated unrealized net profit is credited to a reserve. Translation of foreign currency accounts in 1966 had no substantial effect on consolidated income.

Earnings from sources outside the United States and

GENERAL MOTORS CORPORATION

and consolidated subsidiaries

Notes to Financial Statements**FOREIGN OPERATIONS (continued):**

Canada which are included in consolidated income totaled \$137 million in 1966. These earnings are after provisions for estimated United States and foreign taxes on dividends which may be paid from undistributed profits and include

earnings of the major overseas manufacturing subsidiaries which publish separate annual reports, as follows: Adam Opel A.G., \$33 million; Vauxhall Motors Limited, \$14 million; and General Motors-Holden's Pty. Limited, \$25 million.

SUMMARY OF INVESTMENTS OUTSIDE THE UNITED STATES AND CANADA

	December 31, 1966				December 31, 1965 Total
	Western Europe	United Kingdom, Australia, New Zealand and South Africa	Other, Principally Mexico and South America	Total	
Assets:					
Cash (including short term marketable securities of \$27,500,000 in 1966).....	\$ 36,112,425	\$ 13,511,938	\$ 4,002,135	\$ 53,626,498	\$ 27,678,878
Accounts and notes receivable.....	40,502,955	111,641,241	54,605,569	206,749,765	143,932,190
Inventories.....	269,304,277	276,437,725	112,255,581	657,997,583	659,917,407
Total current assets.....	345,919,657	401,590,904	170,863,285	918,373,846	831,528,475
Real estate, plants, and equipment.....	934,899,086	823,805,642	134,378,679	1,893,083,407	1,660,814,024
Less accumulated depreciation and obsolescence..	429,632,533	394,648,617	61,493,425	885,774,575	766,939,252
Net real estate, plants, and equipment.....	505,266,553	429,157,025	72,885,254	1,007,308,832	893,874,772
Other assets.....	25,598,197	13,362,156	40,589,826	79,550,179	66,357,546
Total assets.....	876,784,407	844,110,085	284,338,365	2,005,232,857	1,791,760,793
Deduct:					
Foreign income taxes*.....	28,539,500	71,857,300	8,378,100	108,774,900	137,863,400
Bank borrowings and notes payable.....	128,347,300	127,257,800	30,440,900	286,046,000	144,721,700
Other current liabilities.....	128,898,166	125,343,242	43,065,399	297,306,807	292,786,576
Total current liabilities.....	285,784,966	324,458,342	81,884,399	692,127,707	575,371,676
Other liabilities.....	54,394,482	57,792,614	15,996,876	128,183,972	138,351,982
Foreign debt of subsidiaries.....	171,105,000	68,600,000	—	239,705,000	167,646,200
Sundry reserves.....	836,546	341,978	3,037,633	4,216,157	6,064,567
Total deductions.....	512,120,994	451,192,934	100,918,908	1,064,232,836	887,434,425
Net assets.....	\$364,663,413	\$392,917,151	\$183,419,457	941,000,021	904,326,368
Less General Reserve Applicable to Foreign Operations.....				141,667,396	141,667,396
Net Investments Outside the United States and Canada.....				\$ 799,332,625	\$ 762,658,972
*After deducting foreign government securities of \$1,217,800 in 1966 and \$5,754,600 in 1965.					
				Year 1966	Year 1965
Net Sales Outside the United States and Canada.....				\$2,870,961,492	\$2,767,535,639

CERTIFICATION OF FINANCIAL STATEMENTS**HASKINS & SELLS**

CERTIFIED PUBLIC ACCOUNTANTS


TWO BROADWAY
NEW YORK 10004

FEBRUARY 13, 1967

GENERAL MOTORS CORPORATION, ITS DIRECTORS AND SHAREHOLDERS:

We have examined the Consolidated Balance Sheet of General Motors Corporation and consolidated subsidiaries as of December 31, 1966 and 1965 and the related Statements of Consolidated Income, Consolidated Net Income Retained for Use in the Business, and Consolidated Capital Surplus for the years then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the accompanying Consolidated Balance Sheet and related Statements of Consolidated Income, Consolidated Net Income Retained for Use in the Business, and Consolidated Capital Surplus present fairly the financial position of the companies at December 31, 1966 and 1965 and the results of their operations for the years then ended, in conformity with generally accepted accounting principles consistently applied.



GENERAL MOTORS CORPORATION
and consolidated subsidiaries

SOURCE AND APPLICATION OF FUNDS

	Year 1966	Year 1965
Source of Funds:		
Net income	\$1,793,391,691	\$2,125,606,440
Less dividends paid to shareholders	1,311,035,126	1,509,740,939
Net income retained for use in the business	482,356,565	615,865,501
Increase in foreign debt of subsidiaries	72,058,800	26,190,400
Proceeds from sale of U.S. Government securities maturing 1971	12,741,434	28,629,218
Proceeds from sale of newly-issued common stock	5,462,490	17,191,757
Other sources (net)	(4,710,418)	99,091,281
Total	<u>567,908,871</u>	<u>786,968,157</u>
Application of Funds:		
Increase in net real estate, plants, and equipment (see table below)	513,178,188	716,919,063
Principal amount of the Corporation's 3¾% Debentures reacquired	16,258,000	26,514,000
Increase in investments in subsidiary companies not consolidated and in other investments and miscellaneous assets	117,338,780	9,722,144
Total	<u>646,774,968</u>	<u>753,155,207</u>
Increase or (Decrease) in net working capital during period	(78,866,097)	33,812,950
Net working capital at beginning of period	3,684,854,671	3,651,041,721
Net working capital at end of period	<u>\$3,605,988,574</u>	<u>\$3,684,854,671</u>

INCREASE IN NET REAL ESTATE, PLANTS, AND EQUIPMENT

	Year 1966	Year 1965
Expenditures for plant and equipment	\$1,188,054,246	\$1,321,980,238
Expenditures for special tools	890,778,009	729,779,967
Total expenditures	<u>2,078,832,255</u>	<u>2,051,760,205</u>
Provision for depreciation and obsolescence	654,127,169	556,702,945
Amortization of special tools	860,799,352	744,666,827
Total depreciation and amortization	<u>1,514,926,521</u>	<u>1,301,369,772</u>
Net reduction in plant account due to disposals, etc	50,727,546	33,471,370
Increase in net real estate, plants, and equipment	<u>\$ 513,178,188</u>	<u>\$ 716,919,063</u>

PENSION PROGRAM

Combined Hourly-Rate and Salaried Employees Non-Contributory Pension Trusts in the United States

Funds at December 31, 1965—with securities valued at cost	\$1,671,908,985
Additions during 1966:	
Payments by General Motors into trusts	\$ 237,200,000
Interest and dividends received	83,037,911
Net profits realized on sales of securities	32,538,366
Total additions	<u>352,776,277</u>
Pension payments during 1966	<u>116,072,651</u>
Funds at December 31, 1966—with securities valued at cost	<u>\$1,908,612,611</u>

NOTE: Payments by General Motors into the trusts include an estimated \$141 million attributable to past service benefits provided under the original plan and by subsequent amendments. The cost of these past service benefits is being amortized over 30-year periods from the dates the benefits were provided. The funds in these trusts are held for payment of pension benefits and are not the property of the Corporation or any of its subsidiaries.

Payments of \$28.5 million were made by GM in 1966 under the contract with three insurance companies for contributory benefits for salaried employees related to service in that year. Payments or provisions totaling \$22.1 million were made during 1966 to meet the costs of separate retirement plans for employees of subsidiaries in Canada and overseas.

INCENTIVE PROGRAM

The Incentive Program consists of the General Motors Bonus Plan, first approved by shareholders in 1918, and the General Motors Stock Option Plan, adopted in 1967. The By-Laws provide that the Plans shall be presented for action at a stockholders' meeting at least once in every five years. Both Plans were approved by shareholders at the 1962 Annual Meeting and will be submitted to the shareholders at the annual meeting to be held on May 19, 1967.

The Corporation maintains a reserve for purposes of the Bonus Plan and the Stock Option Plan, to which may be credited each year an amount which the independent public accountants of the Corporation determine to be 12% of the net earnings after deducting 6% on net capital, but not in excess of the amount paid out as dividends on the common stock during the year. However, for any year the Bonus and Salary Committee may direct that a lesser amount be credited.

The Bonus and Salary Committee may award bonuses which, when added to the contingent credits then to be conditionally credited under the Stock Option Plan, total the amount available in the reserve. However, the Committee is not obliged to award as bonus the full amount authorized to be awarded.

Bonus awards under the Bonus Plan, contingent credits under the Stock Option Plan, and such other amounts arising out of the operation of the Incentive Program as the Committee may determine are charged to the reserve. Balances retained in the reserve each year are, except to the extent otherwise directed by the Committee, carried forward and are available in a future year or years.

For the year 1966 the Bonus and Salary Committee determined that the minimum salary rate for bonus eligibility for employees in the United States should be \$975 a month. Bonus awards of \$1,000 or less will be paid at the time of the award, while those in excess of \$1,000 will be paid in from two to five annual instalments if earned out by the beneficiary in accordance with the terms of the Plan. As in past years, the bonus awards related to 1966 will be partly in General Motors common stock and partly in cash.

However, awards made to executives who are granted stock options in 1967, or to certain executives who were granted options in prior years but are ineligible in 1967, and awards to certain employees overseas, will be wholly in cash.

Under the Stock Option Plan, the Corporation may grant to executives, in each of the years 1958 to 1967, inclusive, options to purchase common stock of the Corporation at a price equal to 100% of the fair market value of such stock on the date granted; provided, however, that the number of shares of \$1½ par value common stock which may be sold under such options may not exceed 4,000,000 shares in total, or 75,000 shares to any one executive. Options are exercisable, in whole or in part, eighteen months after they are granted, except that an option granted to an executive after 1963 cannot be exercised while there is outstanding any option previously granted to him to purchase stock at a higher price. Options granted prior to 1964 expire ten years after date of grant while those granted after 1963 expire five years after date of grant. All options are subject to earlier termination under certain conditions.

The aggregate amount of bonus awarded in any year to executives concurrently being granted options is 75% of the aggregate amount of bonus which they would otherwise have been awarded. At the time bonuses are awarded, these executives are conditionally credited, under the Stock Option Plan, with contingent credits, in the form of General Motors common stock, equal to one-third of the amounts of bonus actually awarded to them. Thus the bonus awards plus the contingent credits of such executives, both of which are charged to the reserve maintained for purposes of the Bonus Plan and the Stock Option Plan, are equivalent to the amounts that would have been awarded as bonus to such executives if they had not been granted stock options. Each executive's option is for three times the number of shares in his contingent credit. Upon the exercise of options the related contingent credits are proportionately reduced with the amount of the reduction credited to income.

Determination of Amount of Credit to the Reserve

For the year 1966, the amount determined by the independent public accountants to be 12% of the net earnings after deducting 6% on net capital and the amount available for awards under the Bonus Plan and for contingent credits under the Stock Option Plan are summarized below:

Computation of 6% on net capital:

Amounts at December 31, 1965 as shown on the Consolidated Balance Sheet, page 31:

Total Capital Stock and Surplus	\$8,237,278,347
Debt—3¼% Debentures Due 1979	64,015,000
Total	8,301,293,347
Deduct proportionate allowance for net decrease during the year in capital stock, surplus and debt:	
Decrease arising from purchase of 3¼% Debentures in the principal amount of \$16,258,000	\$11,985,228
Increase arising from sales of 99,954 shares of newly issued common stock under the provisions of the Stock Option Plan	3,925,586
Net capital	\$8,293,233,705
6% on net capital (equivalent to \$1.70 per share of common stock)	\$ 497,594,022

Computation of net earnings for determination of credit:

Amount reported in the Statement of Consolidated Income (page 28) which is transferred to earned surplus as shown by

the Statement of Consolidated Net Income Retained for Use in the Business (page 29) \$1,793,391,691 |

Add amounts charged to income:

Provision for Bonus Plan and Stock Option Plan 114,000,000 |

Interest and discount on 3¼% Debentures 655,007 |

Total 1,908,046,698 |

Deduct amounts credited to income:

Portions of prior years' bonus awards to which bonus beneficiaries lost their rights during the year \$ 224,833 |

Reduction in contingent credits resulting from exercise of stock options under the Stock Option Plan

during the year 1,674,790 |

Net earnings 1,906,147,075 |

Deduct 6% on net capital 497,594,022 |

Portion of net earnings upon which the maximum credit to the reserve is computed \$1,408,553,053 |

Maximum amount which may be credited to the reserve—12% of net earnings after deducting 6% on net capital \$ 169,026,366 |

Amount available for bonus awards and contingent credits:

Credit to the reserve as directed by the Bonus and Salary Committee \$ 114,000,000 |

Add unawarded balance in reserve carried forward from 1965 (after deducting \$3,131 representing expenses which were

incurred in delivering prior year awards and contingent credits to employees located outside the United States, and

which were charged to the reserve as directed by the Bonus and Salary Committee) 211,938 |

Total amount available in the reserve for awards under the Bonus Plan and for contingent credits under the

Stock Option Plan \$ 114,211,938 |

Provisions for Bonus Plan and Stock Option Plan

There are shown below the provisions for the Bonus Plan and the Stock Option Plan before giving effect to the resulting reductions in Federal income taxes.

1957	\$80,043,875*	1959	\$83,610,726	1961	\$ 80,976,860	1963	\$112,000,000	1965	\$130,000,000
1958	51,990,404	1960	93,038,881	1962	105,000,000	1964	116,000,000	1966	114,000,000

*The 1957 provision has not been reduced to reflect the restoration to income in that year of \$19,801,413 representing unawarded portions of prior year provisions.

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GENERAL MOTORS ACCEPTANCE CORPORATION
and consolidated subsidiaries

CONDENSED CONSOLIDATED BALANCE SHEET

December 31, 1966 and 1965

ASSETS			
	December 31, 1966	December 31, 1965	
CURRENT ASSETS:			
Cash.....	\$ 152,204,362	\$ 115,104,714	
Canadian marketable securities—short term—at cost.....	5,984,190	—	
Notes and bills receivable (including instalments maturing after one year: 1966—\$2,610,590,359; 1965—\$2,352,746,542; less unearned income: 1966—\$432,281,803; 1965—\$374,808,115 and reserves for losses: 1966—\$67,632,110; 1965—\$63,898,532).....	7,528,319,956	6,592,111,609	
Accounts receivable.....	19,580,510	16,610,980	
TOTAL CURRENT ASSETS.....	7,706,089,018	6,723,827,303	
INVESTMENT IN MOTORS INSURANCE CORPORATION (wholly-owned non-consolidated subsidiary carried at net worth as shown by its books).....	32,611,647	32,641,881	
UNAMORTIZED DEBT DISCOUNT AND EXPENSE.....	41,341,978	33,640,208	
OTHER ASSETS.....	10,422,328	8,141,641	
Total Assets.....	\$7,790,464,971	\$6,798,251,033	
LIABILITIES, RESERVES, AND CAPITAL			
CURRENT LIABILITIES:			
Notes and loans payable within one year.....	\$2,952,283,596	\$2,226,552,044	
Accounts payable (including General Motors Corporation and affiliated companies: 1966—\$783,666,146; 1965—\$746,860,629).....	911,017,942	865,728,728	
United States income and other taxes.....	24,389,227	30,604,719	
Accrued interest.....	41,432,200	38,212,755	
TOTAL CURRENT LIABILITIES.....	3,929,122,965	3,161,098,246	
RESERVE FOR EMPLOYEES BENEFIT PLANS AND OTHER RESERVES.....	4,329,413	4,126,042	
NOTES, LOANS, AND DEBENTURES PAYABLE AFTER ONE YEAR (maturing prior to 1988).....	2,748,747,548	2,624,221,234	
SUBORDINATED INDEBTEDNESS (maturing prior to 1990).....	555,000,000	575,000,000	
CAPITAL:			
Preferred stock, \$100 par value, 6% cumulative (authorized and outstanding, 750,000 shares issued December 30, 1966).....	75,000,000	—	
Common stock, \$100 par value (authorized and outstanding, 1,650,000 shares).....	165,000,000	165,000,000	
Paid-in surplus.....	23,981,000	—	
Net income retained for use in the business (earned surplus):	Year 1966	Year 1965	
Balance at beginning of the year.....	\$268,805,511	\$247,677,007	
Net income for the year.....	45,478,534	48,628,504	
Total.....	314,284,045	296,305,511	
Cash dividends—common stock.....	25,000,000	27,500,000	
Balance at end of the year.....	289,284,045	268,805,511	
TOTAL CAPITAL.....	553,265,045	433,805,511	
Total Liabilities, Reserves, and Capital.....	\$7,790,464,971	\$6,798,251,033	

NOTE: On December 16, 1966, General Motors Acceptance Corporation received from General Motors Corporation all of the outstanding capital stock of Yellow Motors Credit Corporation as a capital contribution. The amount of this contribution, \$23,981,000, representing the net assets of Yellow Motors Credit Corporation, was credited to paid-in surplus. Effective December 31, 1966, Yellow Motors Credit Corporation was liquidated and its assets and liabilities were transferred to General Motors Acceptance Corporation. On December 30, 1966, General Motors Acceptance Corporation increased its capital stock by \$75,000,000 through the issuance and sale to General Motors Corporation of 750,000 shares of \$100 par value 6% cumulative preferred stock, at par.

GENERAL MOTORS CORPORATION

and consolidated subsidiaries

STATISTICAL

Year	Net Sales	Net Income	Net Income as % of Sales	Dividends on Preferred Stocks	Amount Earned on Common Stock		Dividends on Common Stock		Total Dividends on Preferred and Common Stocks % of Net Income
					Total	Per Share*	Total	Per Share*	
1947	\$ 3,815,159,163	\$ 287,991,373	7.5%	\$12,928,310	\$ 275,063,063	\$1.04	\$ 132,167,487	\$.50	50.4%
1948	4,701,770,340	440,447,724	9.4	12,928,315	427,519,409	1.62	197,845,688	.75	47.9
1949	5,700,835,141	656,434,232	11.5	12,928,316	643,505,916	2.44	351,380,264	1.33	55.5
1950	7,531,086,846	834,044,039	11.1	12,928,315	821,115,724	3.12	526,111,783	2.00	64.6
1951	7,465,554,851	506,199,560	6.8	12,928,313	493,271,247	1.88	350,249,851	1.33	71.7
1952	7,549,154,419	558,721,179	7.4	12,928,313	545,792,866	2.08	349,041,039	1.33	64.8
1953	10,027,985,482	598,119,478	6.0	12,928,312	585,191,166	2.24	348,760,514	1.33	60.5
1954	9,823,526,291	805,973,897	8.2	12,928,309	793,045,588	3.03	436,507,196	1.67	55.8
1955	12,443,277,420	1,189,477,082	9.6	12,928,305	1,176,548,777	4.30	592,245,497	2.17	50.9
1956	10,796,442,575	847,396,102	7.8	12,928,302	834,467,800	3.02	552,853,282	2.00	66.8
1957	10,989,813,178	843,592,435	7.7	12,928,300	830,664,135	2.99	555,453,812	2.00	67.4
1958	9,521,965,629	633,628,076	6.7	12,928,298	620,699,778	2.22	558,940,800	2.00	90.3
1959	11,233,057,200	873,100,149	7.8	12,928,296	860,171,853	3.06	561,838,126	2.00	65.8
1960	12,735,999,681	959,042,489	7.5	12,928,293	946,114,196	3.35	564,190,599	2.00	60.2
1961	11,395,916,826	892,821,444	7.8	12,928,292	879,893,152	3.11	707,383,013	2.50	80.7
1962	14,640,240,799	1,459,077,450	10.0	12,928,290	1,446,149,160	5.10	850,465,125	3.00	59.2
1963	16,494,818,184	1,591,823,058	9.7	12,928,288	1,578,894,770	5.56	1,135,809,405	4.00	72.2
1964	16,997,044,468	1,734,781,555	10.2	12,928,286	1,721,853,269	6.05	1,266,306,261	4.45	73.7
1965	20,733,982,295	2,125,606,440	10.3	12,928,282	2,112,678,158	7.41	1,496,812,657	5.25	71.0
1966	20,208,505,041	1,793,391,691	8.9	12,928,278	1,780,463,413	6.24	1,298,106,848	4.55	73.1

Factory Sales of Cars and Trucks

Cars and Trucks Manufactured in the United States										
Year	PASSENGER CARS						TRUCKS AND COACHES			TOTAL United States
	Buick	Cadillac	Chevrolet	Oldsmobile	Pontiac	TOTAL	Chevrolet	GMC	TOTAL	
1957	407,546	152,660	1,519,340	390,305	341,875	2,811,726	352,562	72,890	425,452	3,237,178
1958	258,394	126,087	1,263,690	310,909	220,767	2,179,847	280,302	66,096	346,398	2,526,245
1959	232,757	138,610	1,428,336	366,879	389,616	2,556,198	326,448	77,371	403,819	2,960,017
1960	304,085	158,719	1,874,659	400,379	447,868	3,185,710	393,100	102,567	495,667	3,681,377
1961	292,398	147,957	1,605,434	322,366	362,147	2,730,302	343,677	76,333	420,010	3,150,312
1962	416,087	159,014	2,158,958	458,045	545,884	3,737,988	396,123	88,712	484,835	4,222,823
1963	480,082	164,651	2,302,458	504,853	625,688	4,077,732	482,769	101,189	583,958	4,661,690
1964	484,137	154,991	2,118,647	511,848	693,743	3,963,366	524,501	110,123	634,624	4,597,990
1965	651,792	196,420	2,585,014	649,530	858,915	4,941,671	618,944	135,865	754,809	5,696,480
1966	582,098	205,009	2,201,882	594,906	864,797	4,448,692	620,322	126,370	746,692	5,195,384

GENERAL MOTORS CORPORATION

and consolidated subsidiaries

SUMMARY

Net Income Retained for Use in the Business		Expenditures for Plant and Equipment (Excluding Special Tools)	Worldwide		At December 31			Year
Total	Per Share*		Payrolls	Average Number of Employees	Common and Preferred Shareholders		Net Working Capital	
					Number	Equity		
2,895,576	\$.54	\$ 187,189,081	\$1,174,980,654	387,303	436,510	\$1,570,575,801	\$ 865,373,105	1947
9,673,721	.87	142,639,800	1,305,489,590	392,107	433,945	1,800,249,522	1,086,680,131	1948
2,125,652	1.11	130,420,003	1,472,087,750	426,137	434,075	2,092,375,174	1,265,916,125	1949
5,003,941	1.12	175,621,363	1,843,342,263	495,627	445,573	2,387,379,115	1,506,256,144	1950
3,021,396	.55	259,811,173	1,905,691,399	501,812	478,924	2,530,400,511	1,456,758,140	1951
6,751,827	.75	343,064,482	2,062,103,065	490,749	487,624	2,727,152,338	1,191,221,891	1952
6,430,652	.91	500,909,068	2,676,044,049	585,602	494,632	2,982,531,816	1,236,134,209	1953
6,538,392	1.36	754,650,239	2,610,195,006	576,667	487,639	3,339,070,208	1,350,561,015	1954
4,303,280	2.13	608,121,546	3,127,145,514	624,011	565,408	4,255,055,724	2,058,257,831	1955
1,614,518	1.02	890,526,891	2,895,768,446	599,243	656,076	4,581,590,189	1,745,974,246	1956
5,210,323	.99	473,888,927	2,954,775,530	588,160	717,746	4,905,107,782	1,861,363,078	1957
1,758,978	.22	269,382,628	2,688,379,697	520,925	750,731	5,016,839,689	2,098,705,137	1958
8,333,727	1.06	319,940,202	3,083,759,866	557,218	786,744	5,371,011,318	2,566,157,275	1959
1,923,597	1.35	525,972,182	3,487,092,528	595,151	830,873	5,814,660,789	2,799,315,560	1960
2,510,139	.61	503,224,903	3,238,818,071	552,984	867,052	6,025,655,017	3,058,577,064	1961
5,684,035	2.10	645,113,381	3,894,873,691	604,718	1,059,225	6,650,971,621	3,528,029,982	1962
3,085,365	1.56	647,221,971	4,312,751,823	640,073	1,068,151	7,121,011,941	3,727,408,166	1963
5,547,008	1.60	929,588,476	4,592,481,476	660,977	1,186,885	7,599,015,311	3,651,041,721	1964
5,865,501	2.16	1,321,980,238	5,448,342,843	734,594	1,310,278	8,237,278,347	3,684,854,671	1965
2,356,565	1.69	1,188,054,246	5,559,741,677	745,425	1,417,955	8,726,102,975	3,605,988,574	1966

*In terms of present \$1½ par value common stock

Trucks, including export shipments

Cars and Trucks Manufactured Outside the United States						TOTAL Sales all Sources	Year	
CANADIAN PLANTS	OVERSEAS PLANTS				TOTAL Canada and Overseas			
	Australia	England	W. Germany	All Other		TOTAL		
31,322	94,557	143,573	228,736	—	466,866	648,188	3,885,366	1957
36,625	110,626	174,124	312,873	—	597,623	784,248	3,310,493	1958
30,216	115,308	244,655	334,444	16,274	710,681	890,897	3,850,914	1959
38,357	140,336	245,981	366,817	18,128	771,262	979,619	4,660,996	1960
36,407	112,680	186,388	377,258	13,584	689,910	886,317	4,036,629	1961
38,624	133,325	215,974	378,878	18,977	747,154	1,015,778	5,238,601	1962
37,651	166,118	248,227	574,796	15,768	1,004,909	1,312,560	5,974,250	1963
33,367	170,212	342,873	678,278	31,758	1,223,121	1,516,488	6,114,478	1964
38,527	151,514	330,983	636,503	44,124	1,163,124	1,581,651	7,278,131	1965
36,407	154,584	275,383	653,421	82,159*	1,165,547	1,521,954	6,717,338	1966

*In 1966, includes 21,588 units for Argentina, 15,923 units for Brazil, 22,081 units for Mexico and 22,567 units for South Africa

OFFICERS OF GENERAL MOTORS CORPORATION



FREDERIC G. DONNER
Chairman of the Board of Directors;
chief executive officer
41 years' service

JAMES M. ROCHE
President;
chief operating officer
39 years' service

Executive Vice Presidents



EDWARD N. COLE
In charge of
Operations Staff
36 years' service

SEMON E. KNUDSEN
In charge of
Nonautomotive, Overseas
and Canadian Divisions
28 years' service

ROGER M. KYES
In charge of
Automotive Components
and Defense Divisions
17 years' service

EDWARD D. ROLLERT
In charge of
Car and Truck, Body
and Assembly Divisions
30 years' service

GEORGE RUSSELL
In charge of
Finance and of the Finance
and Insurance Subsidiaries
39 years' service

Group Vice Presidents and Staff Officers



DONALD L. BOYES
In charge of
Automotive Components Group
39 years' service



PHILIP J. MONAGHAN
In charge of
Dayton, Household
Appliance and Engine Group
30 years' service



HAROLD G. WARNER
In charge of
Body and Assembly
Divisions Group
39 years' service



CARL E. ALLEN
Pension Fund
Investment Coordinator
5 years' service



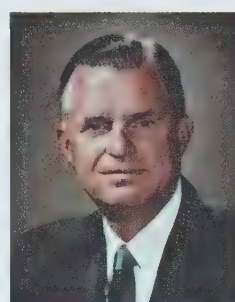
HARRY F. BARR
In charge of
Engineering Staff
38 years' service



HOWARD E. CRAWFORD
In charge of
Marketing Staff
36 years' service



ANTHONY G. DE LORENZO
In charge of
Public Relations Staff
18 years' service



RICHARD C. GERSTENBERG
In charge of
Financial Staff
35 years' service



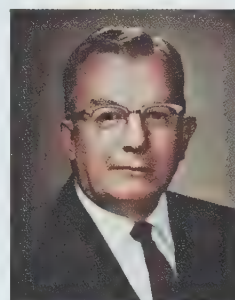
LAWRENCE R. HAFSTAD
In charge of
Research Laboratories
11 years' service



WILLIAM L. MITCHELL
In charge of
Styling Staff
27 years' service



ALOYSIUS F. POWER
General Counsel
39 years' service



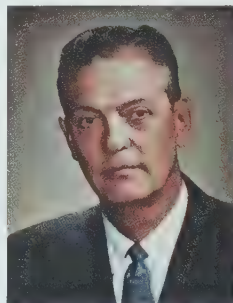
LOUIS G. SEATON
In charge of
Personnel Staff
39 years' service



WALLACE E. WILSON
In charge of
Manufacturing Staff
29 years' service



FRANKLIN H. LAROWE
Treasurer
31 years' service



RALPH C. MARK
Comptroller
36 years' service



EDWARD B. WALLACE
Secretary
34 years' service

GENERAL MANAGERS General Motors Operating Divisions and Subsidiaries

Car, Truck and Body Divisions

BUICK MOTOR DIVISION

Flint, Michigan

R. L. KESSLER, General Manager

31 years' service

Buick passenger cars

CADILLAC MOTOR CAR DIVISION

Detroit, Michigan

C. J. WERNER, General Manager

44 years' service

Cadillac passenger cars

CHEVROLET MOTOR DIVISION

Detroit, Michigan (Manufacturing or assembly operations in 26 cities)

E. M. ESTES, General Manager

32 years' service

Chevrolet passenger cars and trucks

FISHER BODY DIVISION

Warren, Michigan (Manufacturing or assembly operations in 27 cities)

K. N. SCOTT, General Manager

31 years' service

Fisher bodies

GM ASSEMBLY DIVISION

Detroit, Michigan (Plants in 7 cities)

C. W. DOBOS, General Manager

32 years' service

Assembly of Buick, Chevrolet, Oldsmobile and Pontiac passenger cars, and Chevrolet and GMC trucks

GMC TRUCK & COACH DIVISION

Pontiac, Michigan

M. J. CASERIO, General Manager

29 years' service

Trucks and buses; commercial and military vehicles

OLDSMOBILE DIVISION

Lansing, Michigan

H. N. METZEL, General Manager

38 years' service

Oldsmobile passenger cars

PONTIAC MOTOR DIVISION

Pontiac, Michigan

J. Z. DELOREAN, General Manager

10 years' service

Pontiac passenger cars

TERNSTEDT DIVISION

Warren, Michigan (Plants in 7 cities)

F. O. RILEY, General Manager

31 years' service

Automotive body hardware, parts and accessories

Automotive Components Divisions

AC SPARK PLUG DIVISION

Flint, Michigan

J. D. BAKER, General Manager

26 years' service

Spark plugs; oil filters; instrument panels; fuel pumps; fuel filters; air cleaners; positive crankcase ventilation valves; cruise control systems

CENTRAL FOUNDRY DIVISION

Saginaw, Michigan (Plants in 4 cities)

E. E. BRAUN, General Manager

37 years' service

Grey iron, malleable iron, Armasteel, nodular iron, aluminum and heat resistant alloy castings

DELCO MORaine DIVISION

Dayton, Ohio

N. L. GEBHART, General Manager

41 years' service

Hydraulic drum and disc brake equipment; power brakes; engine bearings; metal powder products and controlled friction components for automatic transmissions

DELCO PRODUCTS DIVISION

Dayton, Ohio (Plants in 2 cities)

V. P. BLAIR, General Manager

37 years' service

Shock absorbers; electric motors and generators; hydraulic and electric controls, actuators, windshield wipers; automotive suspension units

DELCO RADIO DIVISION

Kokomo, Indiana

H. G. RIGGS, General Manager

38 years' service

Car radios; tape players; heater-air conditioning controls; semiconductor devices; digital systems, military electronics

DELCO-REMY DIVISION

Anderson, Indiana (Plants in 5 cities)

P. W. HOUSE, General Manager

34 years' service

Starting, generating and ignition systems; switches; vacuum controls; batteries for passenger cars, trucks, buses, farm tractors and off-highway equipment

GUIDE LAMP DIVISION

Anderson, Indiana

S. H. STONER, General Manager

36 years' service

Automotive lamps; lighting controls; mirrors; finished die castings; molded plastic parts; stampings

HARRISON RADIATOR DIVISION

Lockport, New York (Plants in 2 cities)

L. A. ZWICKER, General Manager

37 years' service

Car and truck radiators, defrosters, heaters, thermostats and air conditioners; heat exchangers

HYDRA-MATIC DIVISION

Ypsilanti, Michigan

R. R. JENSEN, General Manager

21 years' service

Hydra-Matic automatic transmissions for cars and military vehicles

INLAND MANUFACTURING DIVISION

Dayton, Ohio

T. O. MATHUES, General Manager

26 years' service

Weatherstrips; steering wheels; soft interior trim; suspension parts; brake lining and hoses; ice trays

NEW DEPARTURE-HYATT BEARINGS DIVISION

Sandusky, Ohio (Plants in 5 cities)

W. E. MILNER, General Manager
41 years' service

Ball, cylindrical, tapered and needle package bearings for automotive and industrial uses; railroad journal boxes; sprag and roller clutches; forgings; transmission parts

PACKARD ELECTRIC DIVISION

Warren, Ohio

G. W. CHESTNUT, General Manager
33 years' service

Automotive, appliance, marine and farm equipment wiring systems and components; fiber optics; magnet wire

ROCHESTER PRODUCTS DIVISION

Rochester, New York

P. B. ZEIGLER, General Manager
26 years' service

Carburetors; transmission shift controls; steel tubing; cigarette lighters; locks; keys

SAGINAW STEERING GEAR DIVISION

Saginaw, Michigan

J. E. GODFREY, General Manager
30 years' service

Power, manual steering; energy-absorbing steering columns; driver-adjustable steering columns; air pumps; front-drive axles; steering linkages; suspension units; prop shafts; ball-bearing actuators

UNITED MOTORS SERVICE DIVISION

Detroit, Michigan

W. M. WALKER, JR., General Manager
23 years' service

Distribution of automotive service parts and equipment

Defense Divisions

AC ELECTRONICS DIVISION

Milwaukee, Wisconsin

B. P. BLASINGAME, General Manager
7 years' service

Inertial guidance systems and components for land and sea vehicles, aircraft, spacecraft and missiles

ALLISON DIVISION

Indianapolis, Indiana (Plants in 2 cities)

H. H. DICE, General Manager
37 years' service

Gas turbine engines; heavy-duty transmissions; military vehicles; tank gun breech mechanisms; locomotive parts; diesel blowers; bearings

Engine Divisions

DETROIT DIESEL ENGINE DIVISION

Detroit, Michigan

C. W. TRUXELL, JR., General Manager
35 years' service

Diesel engines for marine, industrial, petroleum, transportation, military and construction equipment use

DIESEL EQUIPMENT DIVISION

Grand Rapids, Michigan

A. F. DAVIS, General Manager
37 years' service

Fuel injectors; hydraulic and mechanical valve lifters; turbine nozzles; cold formed precision parts

ELECTRO-MOTIVE DIVISION

La Grange, Illinois (Plants in 2 cities)

B. B. BROWNELL, General Manager
31 years' service

Diesel locomotives; utility power generating plants; large marine and industrial diesel engines

EUCLID DIVISION

Hudson, Ohio (Plants in 2 cities)

R. E. HUNTER, General Manager
23 years' service

Off-highway equipment for moving earth, rock, coal, ore and timber

Household Appliance Division

FRIGIDAIRE DIVISION

Dayton, Ohio

R. L. TERRELL, General Manager
27 years' service

Refrigerators; freezers; washers; dryers; ranges; dishwashers; food waste disposers; automobile air conditioner compressors and room air conditioners; commercial ice cube makers; commercial washers

Finance and Insurance Units

GENERAL MOTORS ACCEPTANCE CORPORATION

New York, New York

O. A. LUNDIN, President
33 years' service

Wholesale and retail financing for dealers in GM passenger cars, trucks, buses and off-highway earthmoving equipment and other GM products in the U.S., Canada and overseas

MOTORS INSURANCE CORPORATION

New York, New York

W. H. WILSON, President
39 years' service

Fire, theft (comprehensive) and collision insurance for automobiles in the U.S. and Canada

MOTORS HOLDING DIVISION

Detroit, Michigan

WILLIAM HARVEY III,
General Manager
18 years' service

Capital financing for retail dealers and distributors in GM products

Overseas and Canadian Units

GENERAL MOTORS OVERSEAS OPERATIONS DIVISION

New York, New York

E. C. DAUM, General Manager
42 years' service

Manufacture, assembly and distribution of GM products outside U.S. and Canada

FRIGIDAIRE PRODUCTS OF CANADA LIMITED

Scarborough, Ontario

E. V. RIPPINGILLE, JR., President and General Manager
36 years' service

Frigidaire products for Canada; automotive headlights, tubing, instrument assemblies, radios, shock absorbers, horns and prop shafts

GENERAL MOTORS OF CANADA, LIMITED

Oshawa, Ontario (Plants in 3 cities)

R. SAMUEL McLAUGHLIN, Chairman of the Board
80 years' service

E. H. WALKER, President and General Manager
37 years' service

Manufacture, assembly and distribution of GM cars, trucks, service parts and accessories

GENERAL MOTORS DIESEL LIMITED

London, Ontario

V. L. SNOW, President and General Manager
31 years' service

Diesel locomotives; diesel engines; power generating plants; buses; fractional horsepower motors; Euclid products

McKINNON INDUSTRIES LIMITED

St. Catharines, Ontario (Plants in 2 cities)

E. J. BARBEAU, President and General Manager
32 years' service

Automotive engines, transmissions, axle assemblies, starting and generating equipment, castings and forgings

OTHER UNITS

Argonaut Realty Division

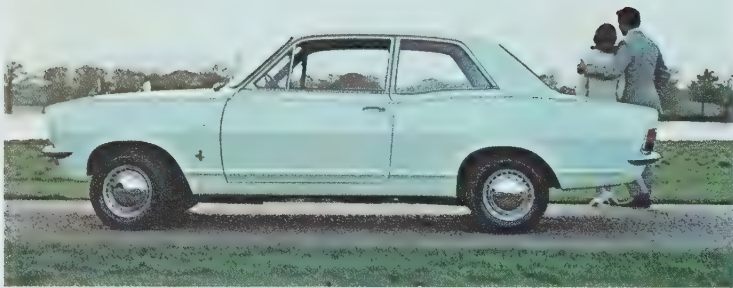
General Motors Institute

General Motors Proving Grounds

General Motors Technical Center

General Motors Training Centers

GENERAL MOTORS Major Car and Truck



VAUXHALL VIVA SL



VAUXHALL MOTORS LIMITED

Luton, England (Plants in 3 cities)

D. L. HEGLAND, Chairman
and Managing Director

21 years' service

Design and manufacture of Vauxhall
Viva, Victor and Cresta passenger cars,
Bedford commercial vehicles



OPEL REKORD Coupe

Other



GENERAL MOTORS CONTINENTAL

*Antwerp, Belgium;
Rotterdam, Netherlands*

Assembly of imported vehicles;
import of GM products

GENERAL MOTORS (FRANCE)

Gennevilliers (Seine), France

Manufacture of Frigidaire and AC-
Delco products; import of GM
products



GENERAL MOTORS DE PORTUGAL, LIMITADA

Lisbon and Azambuja, Portugal

Assembly of imported vehicles;
import of GM products

GENERAL MOTORS LIMITED

London, England (Plants in 4 cities)

Manufacture of Frigidaire and AC-
Delco products; import of GM
products

GENERAL MOTORS SUISSE S.A.

Bienne, Switzerland

Assembly of imported vehicles;
import of GM products

GENERAL MOTORS AUSTRIA

GES.M.B.H.

Vienna, Austria

Import of GM products

GENERAL MOTORS ITALIA S.P.A.

Milan, Italy

Import of GM products



EUCLID (GREAT BRITAIN) LIMITED

Motherwell, Scotland (Plants in 2 cities)

Manufacture of Euclid off-highway
earthmoving equipment



GENERAL MOTORS (NORWAY) A/S

Oslo, Norway

Import of GM products

GENERAL MOTORS NORDISKA A.B.

Stockholm, Sweden

Import of GM products

SUOMEN GENERAL MOTORS OY.

Helsinki, Finland

Import of GM products

GENERAL MOTORS INTERNATIONAL A/S

Copenhagen, Denmark

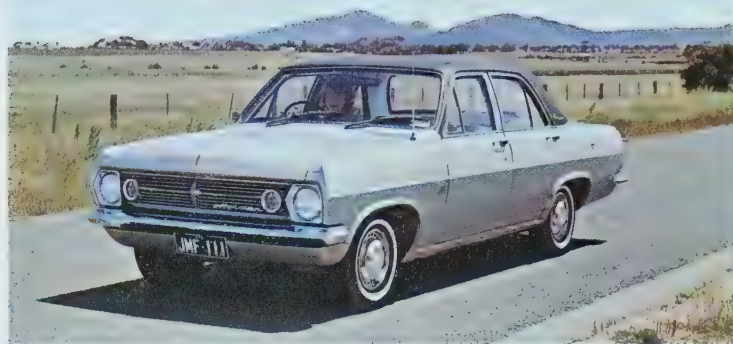
Assembly of imported vehicles;
import of GM products

OPERATIONS OVERSEAS

Manufacturing Operations



ADAM OPEL A.G.
Russelsheim am Main, West Germany
(Plants in 3 cities)
L. R. MASON, Managing Director
32 years' service
 Design and manufacture of Opel Kadett, Rekord, Kapitän, Admiral and Diplomat passenger cars, light commercial vehicles



HOLDEN PREMIER Sedan

GENERAL MOTORS-HOLDEN'S PTY. LIMITED
Melbourne, Australia (Plants in 7 cities)
M. E. WILSON, Managing Director
21 years' service
 Design and manufacture of Holden passenger cars and light commercial vehicles and Frigidaire products; assembly of imported vehicles; import of GM products



Operations

GENERAL MOTORS GMBH
West Berlin
 Manufacture of engine bearings

GENERAL MOTORS NEW ZEALAND LIMITED
Wellington, New Zealand
 Assembly of imported vehicles; manufacture of Frigidaire products; import of GM products



GENERAL MOTORS DE MEXICO, S.A. DE C.V.
Mexico City, Mexico (Plants in 2 cities)
 Manufacture of Chevrolet and Opel passenger cars and commercial vehicles; import of GM products

FOREIGN DISTRIBUTORS DIVISION
New York, New York
 Distribution of GM products in all overseas territories not served by plants or warehouses

GMAC has operations in 14 countries outside the United States and Canada

GENERAL MOTORS DE VENEZUELA, C.A.
Caracas, Venezuela
 Assembly of imported vehicles; import of GM products

GENERAL MOTORS DEL PERU S.A.
Lima, Peru
 Assembly of imported vehicles; import of GM products

GENERAL MOTORS DO BRASIL S.A.
Sao Paulo, Brazil (Plants in 2 cities)
 Manufacture of Chevrolet commercial vehicles and Frigidaire products; import of GM products



GENERAL MOTORS ARGENTINA S.A.
San Martin (Buenos Aires), Argentina
(Plants in 2 cities)
 Manufacture of Chevrolet and Bedford commercial vehicles and Chevrolet passenger cars; import of GM products

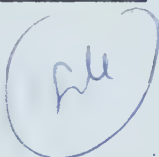
GENERAL MOTORS URUGUAYA S.A.
Montevideo, Uruguay
 Import of GM products



GENERAL MOTORS SOUTH AFRICAN (PTY.) LIMITED
Port Elizabeth, Republic of South Africa
 Manufacture of Chevrolet, Vauxhall and Opel passenger cars; manufacture of commercial bodies and Frigidaire products; import of GM products



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INFORMATION

About

GENERAL MOTORS OF CANADA

OSHAWA, WINDSOR and

STE-THERESE WEST

December, 1967

In Canada there are eight million licenced drivers of which 41 per cent are women.

* * *

Poor wheel alignment can cause tires to drag sideways 20 to 40 feet in every mile travelled, wasting gasoline and tires.

* * *

General Motors of Canada spends \$3.8 million in Canada every working day for payrolls, goods, services and taxes.

* * *

In addition to the assembling of cars and trucks, the General Motors plants at Oshawa manufacture batteries, radiators, mufflers and tail pipes, electrical wiring assemblies, hood panels and fenders and other items.

* * *

There are 80,000 automotive businesses — one of every six firms — in Canada.

* * *

The 25 Year Club at General Motors of Canada has approximately 3,000 members. There are 30 men with 50 years or more of service.

* * *

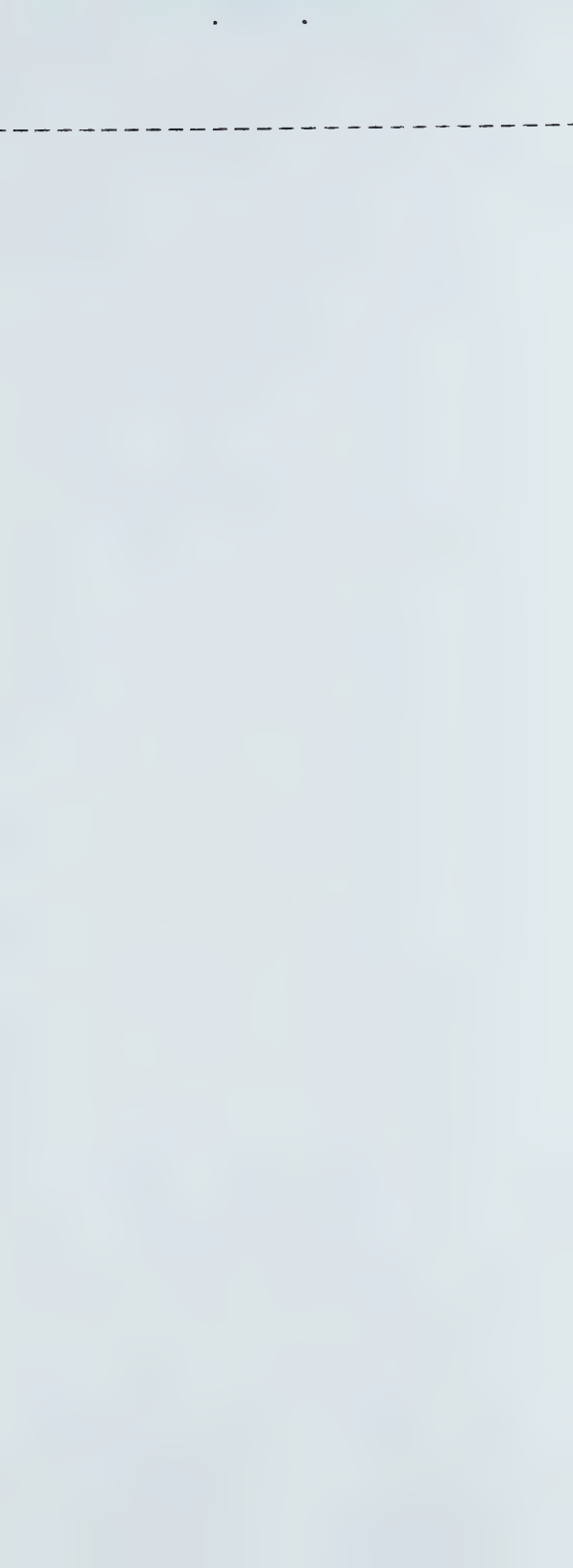
There are over 1,000,000 sq. feet of floor space in the GM of Canada plant at Ste. Therese West, Quebec, or almost 25 acres.

* * *

Faulty spark plugs can waste as much as one gallon of gasoline in every 10.

* * *

It takes 24 working hours from the start of assembly until a passenger car comes off the line at GM of Canada in Oshawa.



There are now more than seven million licenced vehicles in Canada.

* * *

Plant floor space at General Motors of Canada in Oshawa totals more than 200 acres.

* * *

General Motors of Canada offers a tuition refund program to employees who wish to take advantage of evening study at accredited schools. GM pays the employee the full amount of his tuition upon successful completion of each subject.

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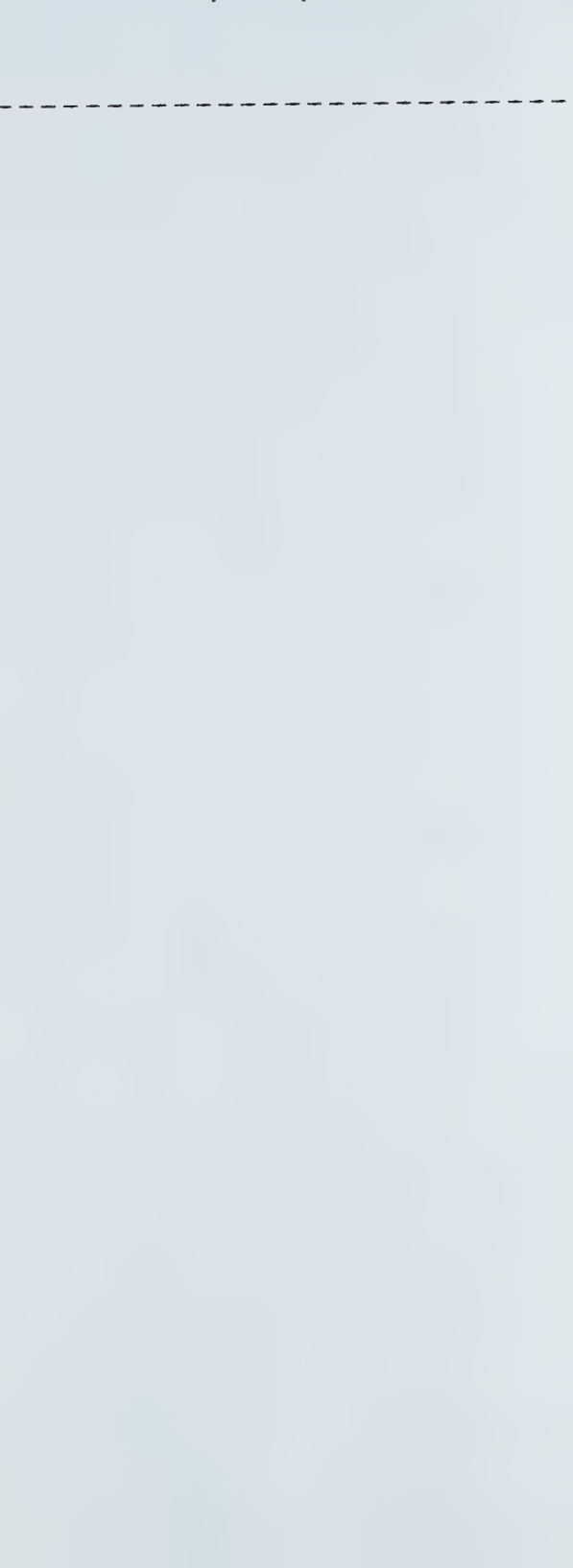
If you should skid, leave the motor engaged and turn the steering wheel in the direction of the skid—the way the rear of the car swings. Pump your brakes gently but rapidly to stop. To jam on the brakes will often lock the wheels, throwing the car into a dangerous skid.

* * *

The first Canadian built Chevrolet was produced at Oshawa in December 1915.

* * *

At the General Motors of Canada "cold room" in Oshawa test engineers carry out simulated sub-zero tests on cars and components. The engineers can lower the temperature in the "cold room" to 55 degrees below zero.



There are six miles of main conveyor system in the passenger car assembly line at General Motors in Oshawa. There are approximately 1,700 cars in progressive stages of manufacture at all times on this line.

* * *

General Motors of Canada operates a passenger car and a truck assembly plant at Oshawa, a passenger car assembly plant near Montreal and a plant for the manufacture of upholstery trim at Windsor. The company also manufactures automotive components at Oshawa.

* * *

At road speeds of 60 miles per hour, approximately 2,500 gallons of water per hour are circulated through the average radiator.

* * *

In 1966, 5,000 suggestions won \$220,600 for people at General Motors of Canada. Awards ranged from \$15 to \$6,000. Forty GM people each won more than \$1,000 during the year.

* * *

More passenger cars are built at GM of Canada's Oshawa plant than at any other automotive plant in Canada.

* * *

In heavy fog headlights on low beam reflect less light back into the driver's eyes than headlights on high beam.

* * *

The cost of providing a man with a place to work, machinery and tools at General Motors of Canada is estimated to be in excess of \$18,000.

At 60 miles an hour, with good brakes and dry pavement, it is difficult to stop, allowing for reaction time, in much less than the length of a football field.

* * *

From the start of body welding to the drive off stage, there are 500 units in progressive states of manufacture at all times in the GM of Canada plant at Ste. Therese West in Quebec.

* * *

General Motors of Canada purchases over 45,000 different parts from 800 Canadian automotive parts manufacturers.

* * *

The expert driver keeps at least one car length between him and the car ahead for each 10 miles per hour. He allows even more space at high speeds, on slippery pavement and after dark.

* * *

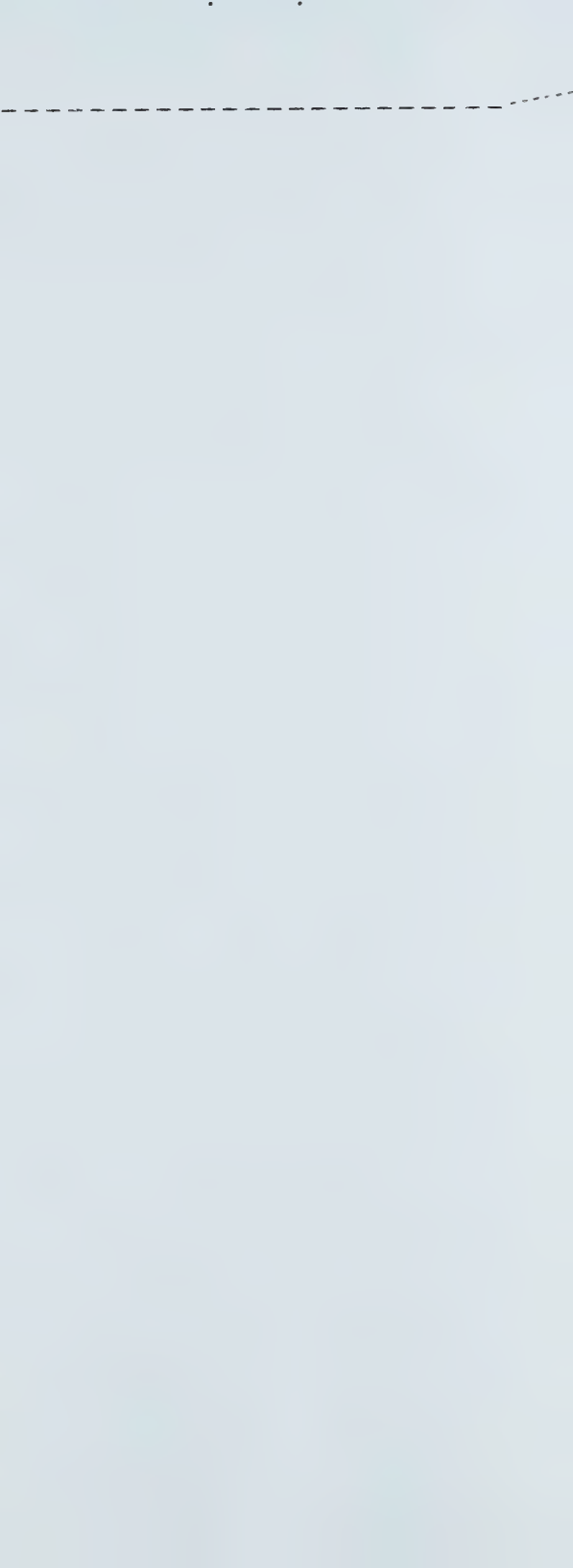
It takes as many as 13,000 individual parts to build a passenger car, according to engineers at General Motors of Canada.

* * *

About 20,000 people are employed at the plants of General Motors of Canada and in the company's zone offices and parts warehouses. The annual payroll exceeds \$130 million.

* * *

GM of Canada's interior trim plant at Windsor uses enough material every week to make a suit of clothes for every man, woman and child in a city of 70,000 people.



On any average day, hundreds of engineers, technicians and other automotive experts drive a total of 50,000 miles at the General Motors Proving Grounds.

* * *

The GM of Canada plant at Ste. Therese West is completely lighted and ventilated artificially. There are 4,000 fluorescent light fixtures and the air change units provide a complete recirculation of air every 15 to 20 minutes.

* * *

Individual awards of up to \$6,000 are paid to employees at GM of Canada for suggestions. Last year the company paid suggestion awards to its people at the rate of \$4,200 a week.

* * *

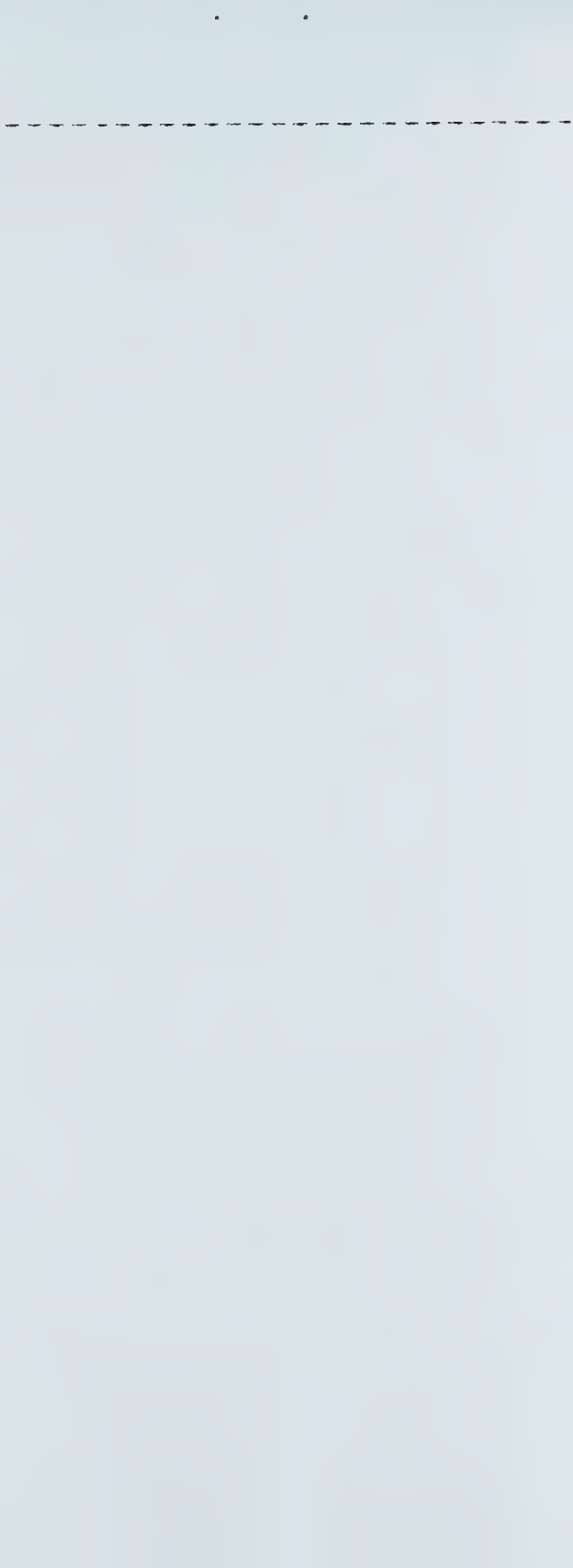
There are 1,200 General Motors dealers across Canada. They employ about 35,000 men and women and their investment is estimated to be well in excess of \$100,000,000.

* * *

Switching tires from one position to another on the car prolongs tire life. Tire switching saves tires by equalizing wear and "exercising" the spare. By switching your tires every 5,000 miles and using the spare you can drive 25,000 miles and put only 20,000 miles of wear on each of the tires.

* * *

The first Oshawa-built car, a McLaughlin-Buick, was produced in 1908. Over six million cars and trucks have been built since by General Motors of Canada.



One third of the nearly 16,000 people who work at the Oshawa plants of GM of Canada drive daily varying distances up to 70 miles from the surrounding cities of Toronto, Lindsay, Peterborough and Trenton.

* * *

For normal highway driving, keep at least one car length between you and the car ahead for each 10 miles per hour. If you are going 20 m.p.h., leave two car lengths; 40 m.p.h., four car lengths. Allow even more space at high speeds, on slippery pavement and after dark.

* * *

From floor-panel welding to the drive-off stage in the General Motors assembly plant at Oshawa, 24 working hours are required to assemble a passenger car. During this time the car travels along a six-and-one-half mile main line conveyor system.

* * *

More than \$850 million is spent in Canada each year by General Motors of Canada for goods, services, payrolls and taxes.

* * *

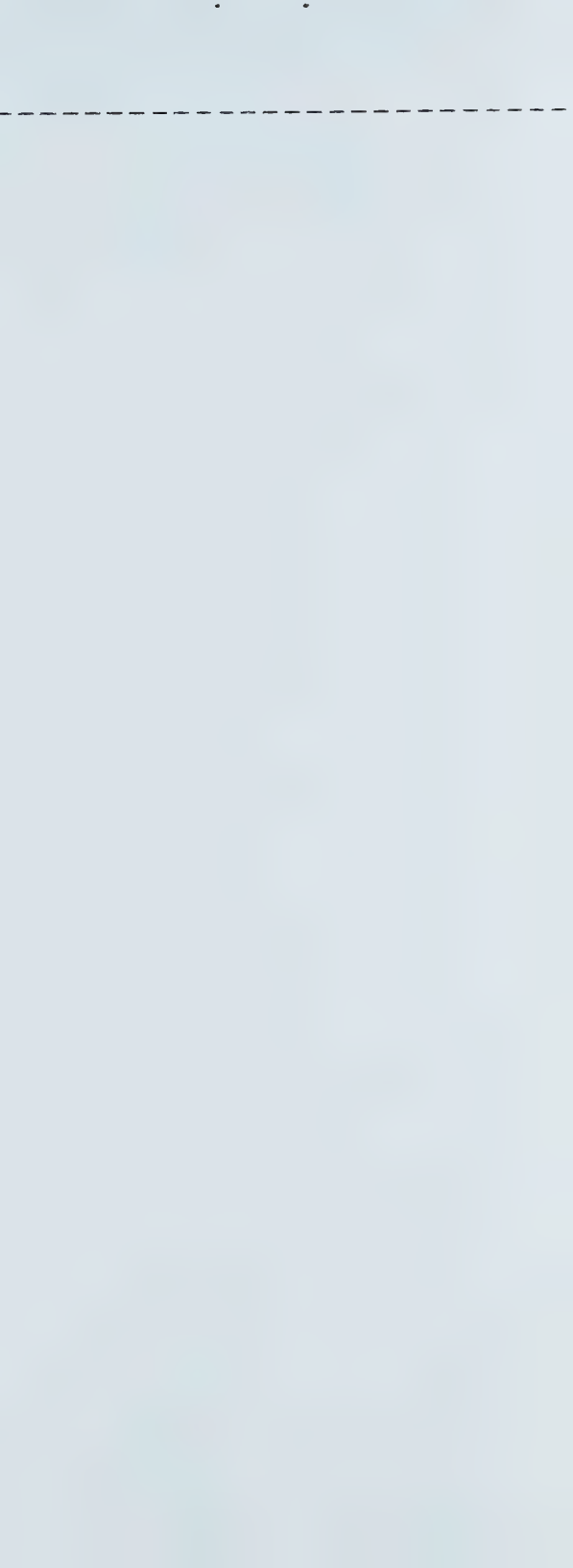
The annual payroll at General Motors of Canada exceeds \$130 million.

* * *

In a normal working day of two eight-hour shifts 1,500 passenger cars and 300 trucks are produced by General Motors plants at Oshawa.

* * *

The 100 per cent use of safety glasses in all its plants was instituted by GM of Canada in 1959.



It takes from three to 12 times the distance to stop on snow and ice than it takes on dry concrete. The expert driver keeps at least one car length between him and the car ahead for each 10 miles per hour. This allowance should be increased to even more space at high speeds, on slippery streets and after dark.

* * *

An allowance of up to \$400 is made by General Motors of Canada to its dealers for cars provided for high school driver training.

* * *

In 1908, its first year of operation, the McLaughlin Motor Car Company built 154 cars at Oshawa. This many vehicles are now built in less than an hour and a half at the GM of Canada plant in Oshawa.

* * *

Employees of GM of Canada are eligible for awards up to \$6,000 for a single suggestion.

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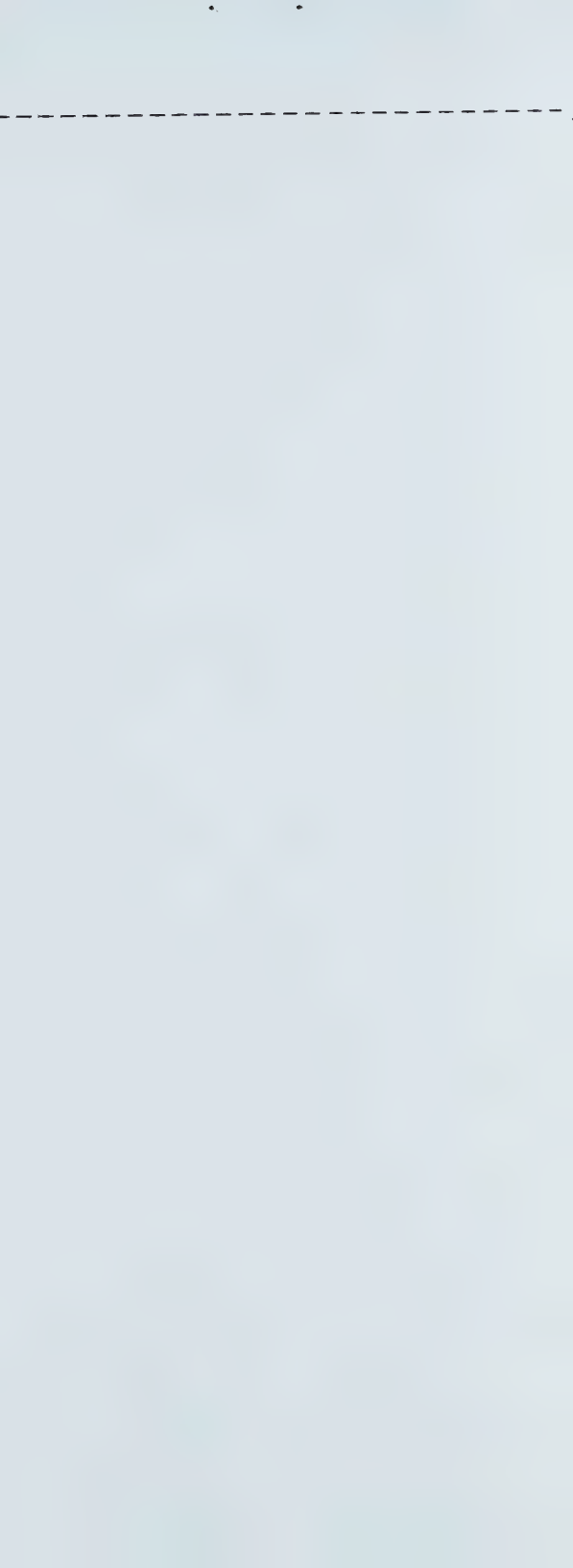
There are 156,000 cars which are 16 years of age and older still in use on Canadian roads. Passenger cars less than one year old account for less than 8.5 per cent of cars in use.

* * *

Seat belts should always be fastened whether driving on the highway or in town. A seat belt can do no good when it lies unfastened on the seat.

* * *

Ten special training centres are operated across the nation by General Motors of Canada. The centres with their factory-trained instructors provide training in the latest automotive developments for service personnel of all General Motors dealerships.



When parking on a slope always leave the front wheels turned in the proper direction. If headed downhill the wheels should be turned sharply in to the curb. If headed uphill, the wheels should be turned out.

* * *

In a single day, as many as 2,000 cars and trucks have been produced at General Motors of Canada in Oshawa, for the domestic and export markets.

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Cars which make fewer stops can expect greater economy. "Stop and go" driving in cold weather greatly reduces gasoline mileage. Best cold weather economy is obtained after about 20 minutes of driving.

* * *

Salaried employees at GM of Canada may save up to 10 per cent of their salaries in the GM savings-stock program. The company contributes \$1 for each \$2 saved by the employee. Half of the salaried employees' savings is invested in Canada Savings Bonds and half in GM common stock. The company's contribution is invested entirely in GM stock.

* * *

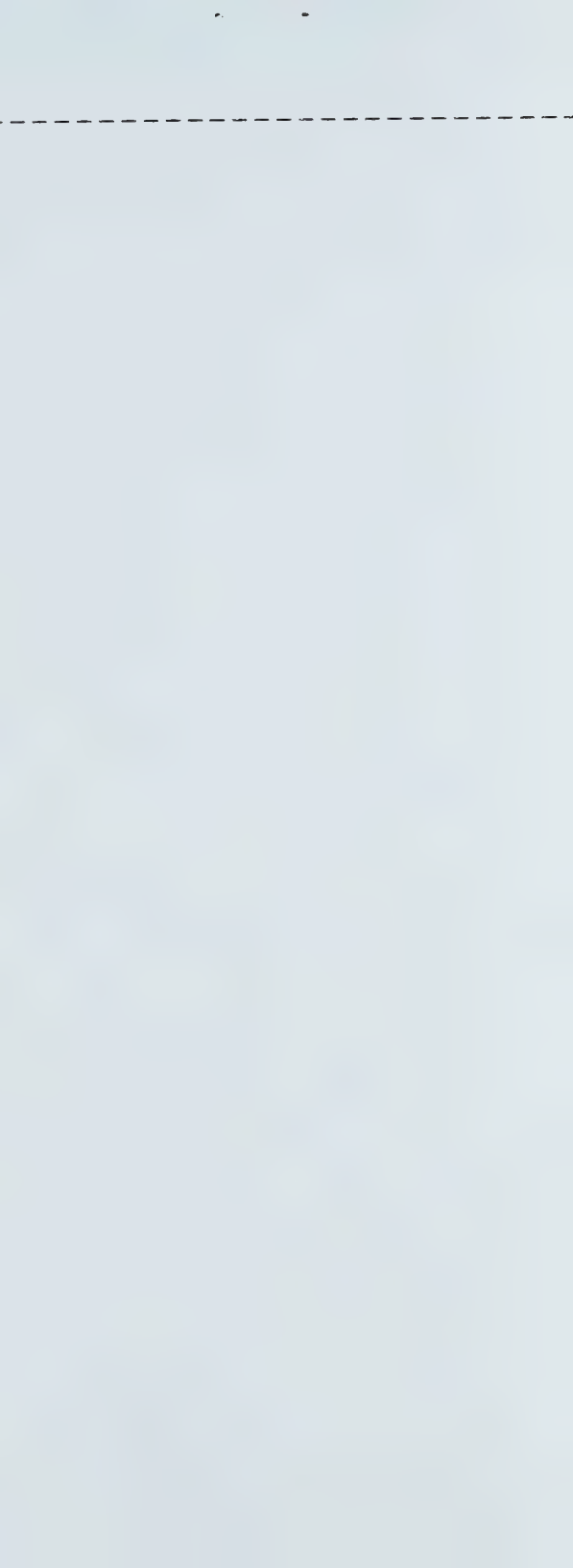
General Motors of Canada produced its six millionth vehicle in October 1967. The first million took 30 years to build and the most recent million took three and a half years.

* * *

Cash suggestion awards totaling \$1 million have been paid to employees of General Motors of Canada during the past five years.

* * *

The big central parts warehouse of General Motors of Canada at Oshawa stocks quantities of 230,000 individual parts. The company maintains nine other parts warehouses across Canada



World-wide employment by General Motors totalled 745,000 men and women in 1966.

* * *

Oshawa plants of General Motors of Canada have built as many as 419,000 cars and trucks in a year.

* * *

There are 48 acres of employee parking lots at the General Motors plants in Oshawa.

* * *

Over 28 miles of textile materials flow into the GM of Canada trim plant at Windsor every day

* * *

Employment by the seven General Motors companies in Canada now exceeds 30,000 men and women.

* * *

When starting on ice, deep snow or mud, apply power very slowly. A sudden application of power will cause wheels to slip and lose their traction. If stuck in a snow-covered rut, clear a track two or three feet ahead and behind each wheel, sand the track behind the rear wheels.

* * *

General Motors of Canada offers a free, special training program to high school automotive mechanics teachers, conducted at six of its 10 permanent service training centres across Canada. The course contains a high proportion of theory and helps update auto shop teachers in general automotive servicing principles.

* * *

It costs about 50 per cent more to drive at 80 miles an hour than at 50.

An average of \$4,200 a week for suggestions was paid to employees of General Motors of Canada in 1966. Forty GM people received awards totalling more than \$1,000 during the year.

* * *

In addition to production for the Canadian market, General Motors of Canada at Oshawa builds cars and trucks for export to 76 countries.

* * *

A car that develops 100-horsepower at sea level, has only 82-horsepower at an altitude of 5,000 feet.

* * *

Radios in automobiles account for 42 per cent of all radios produced in Canada in 1966 compared to 25 per cent portable battery sets, the second largest classification.

* * *

R. E. Olds built his first successful Oldsmobile in 1897.

* * *

World-wide production of passenger cars by General Motors now exceeds 100,000,000.

